



Colac Otway
SHIRE

AGENDA

ORDINARY COUNCIL MEETING
OF THE
COLAC-OTWAY SHIRE
COUNCIL

28 APRIL 2010

at 3:00 PM

COPACC Meeting Rooms, 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

28 APRIL 2010

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NOTICE is hereby given that the next *ORDINARY COUNCIL MEETING OF THE COLAC-OTWAY SHIRE COUNCIL* will be held in COPACC Meeting Rooms, Colac on 28 April 2010 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 acknowledges the original custodians and law makers of this land, their elders past and present and welcomes any descendents here today.

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 to Council either verbally at the meeting or in writing.

Please note that some questions may not be able to be answered at the meeting, these questions will be taken on notice. Council meetings also enable Councillors to debate matters prior to decisions being taken.

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

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Thank you, now question time. 30 minutes is allowed for question time. I remind you that you must ask a question, if you do not have a question you will be asked to sit down and the next person will be invited to ask a question. This is not a forum for public debate or statements.

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

5. QUESTION TIME

6. DECLARATION OF INTEREST

7. CONFIRMATION OF MINUTES

- **Ordinary Council Meeting held on the 24/03/10.**

Recommendation

That Council confirm the above minutes.

OFFICERS' REPORTS

Chief Executive Officer

OM102804-1 CEO'S PROGRESS REPORT TO COUNCIL

Corporate and Community Services

OM102804-2 SECTION 173 AGREEMENTS
OM102804-3 COLAC OTWAY YOUTH COUNCIL CHARTER
OM102804-4 EXPRESSION OF INTEREST PROCESS TO HOST AUSTRALIA DAY
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OM102804-9 REVIEW OF COUNCIL PLAN

Infrastructure and Services

OM102804-10 LANDFILL LEVIES
OM102804-11 ROAD/RAIL SAFETY INTERFACE AGREEMENTS - UPDATE
OM102804-12 DECLARATION OF ROAD AS UNUSED – ROAD EAST OF 855
CORAGULAC BEEAC ROAD, WARRION
OM102804-13 SPECIAL CHARGE SCHEME - SINCLAIR STREET SOUTH, ELLIMINYT
OM102804-14 ROAD MANAGEMENT PLAN COMPLIANCE REPORT

Sustainable Planning and Development

OM102804-15 COLAC OTWAY SHIRE AND OTWAYS TOURISM INC SERVICE
AGREEMENT REVIEW
OM102804-16 MEMORANDUM OF UNDERSTANDING GEELONG OTWAY TOURISM
OM102804-17 ONDIT QUARRY CONSULTATIVE COMMITTEE
OM102804-18 SALE OF COUNCIL LAND - 50 MAIN ROAD BEECH FOREST (OLD
BEECH FOREST COUNCIL DEPOT)

Rob Small
Chief Executive Officer

CONSENT CALENDAR

OFFICERS' REPORT

D = Discussion
W = Withdrawal

ITEM	D	W
<p><u>CHIEF EXECUTIVE OFFICER</u></p> <p><u>OM102804-1 CEO'S PROGRESS REPORT TO COUNCIL</u></p> <p>Department: Executive</p> <p><u>Recommendation(s)</u></p> <p><i>That Council notes the CEO's Progress Report to Council</i></p>		

Recommendation

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

MOVED

SECONDED

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OM102804-1

CEO'S PROGRESS REPORT TO COUNCIL

AUTHOR:	Rhonda Deigan	ENDORSED:	Rob Small
DEPARTMENT:	Executive	FILE REF:	GEN00460

EXECUTIVE**G21 Regional Alliance Board Meeting**

The CEO and Mayor attended the G21 Board meeting on the 21 March 2010. Agenda items included:

- *Consideration of Skilled Stadium as a Priority Project*
- *Barwon South West Regional Development Australia Update*
- *Regional Strategic Planning Process*

As previously advised, the CEO was involved in the recruitment process for the new CEO of G21 which saw Elaine Carbines appointed into this role. We wish Elaine every success in her new role and look forward to working with her to further highlight our Shire's priority projects in a bid to maximize funding opportunities for the Colac Otway Shire.

Meeting with RDV & RDA Representatives

On the 8 April 2010, the CEO and senior managers met with Andrew Wear, the new Director of Regional Development Australia, and Jim Phillips, Acting Regional Manager of Regional Development Victoria. This meeting provided management with an opportunity to highlight our priorities and future vision for the Colac Otway Shire.

Victorian Local Governance Association (VLGA) Leading Edge Forum

The Mayor and Acting CEO, Jack Green, attended a VLGA Leading Edge Forum in Warrnambool on the 15 April 2010.

Councillors & CEOs were invited to this forum, "Forethought or afterthought: what needs to happen to improve liveability, funding and strategic planning in regional and rural Victoria?" to discuss a range of issues relevant to the topic.

Colac By-Pass

Discussions have been held with VicRoads with respect to a potential by-pass, or an alternative heavy vehicle route, for Colac. Given the importance the Council has placed on the duplication of the Princes Highway between Winchelsea and Colac, this issue needs to be resolved in order to attract the funding required. It is hoped that the plan to divert traffic away from Murray Street will be finalized by the end of June 2011.

Great South Coast Municipality Group CEOs' Meeting

Colin Hayman, General Manager Corporate & Community Services, attended a meeting of the Great South Coast Municipality Group CEOs on the 16 April 2010 in Warrnambool. Agenda items included:

- Essential Services Commission – Local Government Performance Framework – Great South Coast Response
- Great South Coast Workplan
- Public Transport Plan
- Regional plan progress
- Draft Western Region Sustainable Water Strategy

CORPORATE & COMMUNITY SERVICES

AGED & DISABILITY SERVICES

Recruitment

Positions for community care workers will be advertised in late April and the focus will be on staff availability for weekend respite services.

Ecowise

Twenty people attended the final session presented by the Environment Victoria Trainers. Many who attended have put into practice the suggested way of saving electricity, heating, light, travel and garden wise applications.

All those who attended received a show bag with materials and gadgets to support their savings around the home and garden.

Mens' Shed

The Men's Shed has now commenced and is in the early stages of development. A program is to be developed in the near future with the view of having centre based meals once a week.

Through the Client Assessment carried out by Aged & Disability Services Unit, promotion of this program will be included in the Social Support and Knock Out the Risks coordination program.

Out & About

The March 'Out and About' program to Glenormiston College was thoroughly enjoyed by some 52 people. All enjoyed the meal and the historic homestead. The April 'Out and About' to Geelong is nearly booked out. Feedback from seniors has been very positive and they are coming forward with a range of ideas for futures trips.

Home And Community Care (HACC) Accreditation Audit.

The HACC Accreditation Audit that was to occur in June-July 2010, has been moved to later in 2010 or early 2011. The Audit will focus on Comprehensive Assessment that includes Service Coordination and the newly introduced Active Service Model. The other focus is on clients' rights to complain, rights to an advocate and the right to have reviews if refusal occurs.

Recreation

Community Funding

Applications for Community Projects, Community Recreation Facilities and COPACC Assistance grants are currently open. These grants provide financial assistance to local and regional groups and organisations to undertake facility works, programs and activities which otherwise may not receive funding from State or Federal Government sources. Information sessions were held in Colac and Apollo Bay to discuss funding criteria, the application process and relevant requirements with officers in early April. Groups who are considering applying under this scheme are encouraged to make individual appointments with members of the Recreation Unit to further discuss their applications, if required.

Festival and Events Support Scheme Funding 2010-2011

The Colac Otway Shire 2010-2011 Festival and Events Support Scheme provides funding to encourage festivals and events that celebrate the region's diversity and cultural, economic and social development.

Application forms and funding guidelines for both the Community Funding Program and Festival and Event Support Scheme are currently available at Customer Service Centres at Colac and Apollo Bay and on Council's website www.colacotway.vic.gov.au. Applications for both funding programs close 7 May 2010.

Eastern Reserve Netball Facility Redevelopment

Contractors Lake and Land continue to work on undertaking the redevelopment of the Eastern Reserve Netball facility. Works are on schedule despite the wet weather during the middle of the month. Quotes are currently being obtained for the supply and installation of shelters. An information sheet was distributed to neighbouring residents of the facility providing an update of the progress of the works.

Birregurra Skate Park

The official opening of the Birregurra Skate Park was held on Sunday 11 April 2010. The Skate Park opening featured a diverse range of activities catering for a wide range of young people (skate, BMX and scooter enthusiasts as well as parents, carers and other young people not actively involved in riding/skating the park) including pro skate, BMX and scooter demonstrations, professional coaching clinics, food, giveaways and prizes.

Unfortunately the inclement weather on the day impacted on the skate/BMX/scooter demonstrations and coaching clinics. After several attempts to get on the facility using blower vacuum cleaners and brooms to dry the concrete, it was decided to use the local Health Centre to distribute sponsorship prizes via a raffle ticket system. The myriad of prizes and giveaways were kindly donated by sponsors: Pro-Tec, Globe International, Madd Gear, Mutt's Scooter Shack, Mainly BMX, Sharky's Lorne and Stowaway Distribution. The professional skate/BMX/scooter team promoted all the sponsors despite the inclement weather. All children in attendance won a prize.

Installation of seating and the hard stand area will complete this project over the coming weeks.

Forrest Netball Facility Redevelopment

The redevelopment of the Forrest netball facilities at the Forrest Recreation Reserve is nearing completion. Installation of training lights is expected to be completed by mid May and these works will complete this project.

Old Beechy Rail Trail

A review of all license agreements with private land owners along the trail is currently being undertaken to ensure that licenses will commence simultaneously so that any renewal process can be dealt with more efficiently. Following an audit of existing signs along the trail, a series of new directional signs will be introduced and installed in areas that have been identified as requiring further directional information for trail users. A range of new interpretive signs is also planned for development before the end of the financial year. These signs will identify significant points of interest along the trail to enhance the experience of the walker/cyclist.

Beechy Precinct**Beechy Precinct Library Opening**

Council's Events Unit continues to collaborate with Neighbourhood Renewal in the development of the official opening event of the Beechy Precinct Library. The lead up to this

event will provide opportunities for volunteers to participate in a range of training to then participate in the activities during the official opening and more importantly as ongoing volunteers throughout the Beechy Precinct.

Beechy Precinct Library Joint Committee

Over the coming weeks, expressions of interest will be called for persons interested in becoming a community representative on the joint committee to oversee the ongoing management and strategic direction of the new Beechy Precinct Library. This opportunity will be widely advertised throughout the Shire via both print and radio media.

Colac Youth and Recreation Centre

The Central Reserve Advisory Committee has considered the draft concept designs for the redevelopment of the centre's toilets. The proposal is to redevelop these amenities to enable a broad range of reserve user groups to access these facilities. Primarily the improved facilities will provide toilets and change space for the netballers using the Central Reserve Netball Courts. Further to the comments received further work will be undertaken on these plans. The final plans will need to be costed to determine budget capacity. This project is being funded through funding secured from the Federal Government.

Alvie Recreation Reserve

The redevelopment of the Alvie Recreation Reserve facilities is progressing with contractors well advanced on the redevelopment of the clubrooms. The Alvie hall has been demolished making way for the redevelopment of the netball facilities including new court and amenities.

Geelong Region Soccer Strategy

A draft report has been received by the project working group for consideration. Upon agreement from the project working group each of the project member local government authorities will work through their respective processes to advise their Council of the proposed recommendations. It is proposed that a briefing will be provided to Council over the coming months.

G21 Sport and Recreation Pillar

The G21 Sport and Recreation Pillar group have recently participated in a workshop with project consultants to develop a governance model and strategic guidance for future activities and objectives. This project has been funded by the Department of Planning and Community Development and Colac Otway Shire is the auspice organisation.

Events

FREEZA – Concert in conjunction with the OCR FM Radio Expo 10 April 2010

Colac FReeZA (Lac & Co Productions) worked in partnership with OCR FM Radio on 10 April 2010 to assist the radio station's efforts to showcase their capabilities. The event marked the beginning of National Youth Week and provided opportunities for youth to become involved in station activities. The FReeZA group ran a successful concert on the Saturday night featuring local bands "Phyllis and the Crab People" and "Vicious Fish". Our local FReeZa group elected to support the radio station event acknowledging the ongoing volunteer contribution over several years from the station towards the FReeZA program. The gig was a taste of the annual Battle of the Bands competition to be held in August.

National Youth Week – 12 to 16 April 2010

Colac's three main groups representing youth (FReeZA, Youth Council and SYCIC) met on the 12 April at La Porchetta as part of National Youth Week. The meeting was a 'meet and greet' and a representative of each group talked about what events have been held and what is planned in 2010. Workshops were held with representatives from each group sharing ideas and discussing youth issues.

Centrelink also held a Youth Week celebration on 16 April 2010 from 1pm to 5pm in Memorial Square. The 'Street Surfer Bus' featured, along with a BBQ and other activities planned for youth. The event was attended by local police and youth workers.

2010 Autumn / Winter printed Calendar of Events Project

The 2010 Autumn / Winter Calendar of Events posters and brochures have been distributed to both Visitor Information Centres, rural transaction centres, general stores as well as to a range of community venues and accommodation providers across the Shire. The brochure was also featured in the Colac Herald on 5 April 2010 as a full page advertisement. The brochure information was also provided to local news sheets across the Shire.

Event Organisers Workshop

Planning is underway to conduct 'back to basics' volunteering and event planning workshops for event organisers. These workshops will enable groups to build the skills of new and existing volunteers to add value to volunteer activities within local communities.

A series of short workshops will be offered consisting of topics developed from the results of a survey to event organisers.

The workshops will be held in conjunction with the training and volunteer benefits offered to Beechy Precinct Library volunteers.

Upcoming Events

Events which will be held throughout the Colac Otway Shire in May will be the GOR Marathon (15 and 16 in Apollo Bay), the Duck Drop Derby (15 and 16 in Colac) and the Colac Veterans Cycling Club race (23 in Cororooke).

COPACC

Internal Centre Painting

The third stage of the internal painting, including the corporate and theatre production areas, is now complete. The next stage includes painting of the public foyer and gallery in early May, along with the theatre foyer areas and the COPACC administration area.

School Holiday Project

'Make your own dinosaur' the school holiday workshop sold out 2 weeks in advance. The day, facilitated by Lynne Richardson, was a 'roaring' success with a special guest appearance by the Dryosaur babies at the end of the session. The response from the children and carers was extremely positive.

erth Dinosaur Petting Zoo

On 9 April COPACC hosted the team from erth with their Dinosaur Petting Zoo in the Civic Hall. This performance received 90% house for show 1 and 75% house for show 2. And the screams of laughter and fear coming from the audience (big and small) were testament to the great success of the show. The cast and production crew were extremely complimentary of their experience in the centre.

Business Results

The first 3 months of 2010 have seen very positive growth from last year's figures; up 8% for January, 25% for February and 40% for March. The strong customer service and team-oriented approach seems to be reaping rewards for the Centre.

Blue Water Fitness Centre

Russell Whiteford has joined the staff at Bluewater Fitness Centre as Dry Programs Co-ordinator.

The Centre has supported schools in the surrounding area by introducing two secondary school students into work experience at the centre. Both students are undertaking Certificate III in Fitness and the work experience is a requirement of the subject.

The term 2 exercise class timetable has now been released. The time table now consists of various times including new 5.45pm and 6.45pm time slots. This responds to customer demand and feedback.

Enrolments for the Learn to Swim Program for term 2 currently sits at 203 students (as of 14 April 2010), this reflects a decrease in enrolments from term 1. This is a winter trend, which affects both terms 2 and 3.

We have three schools participating in School Learn to Swim Programs this term. These are: Colac Specialist School, Hampden Specialist School and Beeac Primary School. Colac Secondary College and Trinity College will also utilise the Centre for their respective physical education programs.

Starting 19 April, work began on the Aquatic Change room upgrades. The works will take 3-4 weeks to complete and media coverage has been undertaken to ensure Centre patrons are aware of the works.

Youth Council

Colac Otway Shire Youth Council members attended the overnight Beechy Rail Trail Hike on 29 and 30 March 2010, where they were able to experience team building and discuss ideas for the coming year. From discussions held on the hike Youth Councillors plan to focus on the following areas within the community:

- Morning Music;
- Working with 16, 17 & 18 year olds;
- Spending time with the elderly;
- Helping other local youth groups;
- Getting all towns within the Shire involved; and
- Volunteering our services in the Shire.

Overall the Beechy Hike was a great experience for Youth Councillors to take part in.

Youth Council along with FReeZA and SYCIC hosted a National Youth Week activity on 12 April 2010. This event saw the groups learning more about one another and how the groups can work together in the future.

On 30 April, Youth Councillors will help out at COPACC's Morning Music – "Almost Anything Goes" serving food to theatre patrons. A visit to Mercy will then take place on 3 May where it is intended Youth Councillors will talk and play games with the residents.

INFRASTRUCTURE & SERVICES

GENERAL

Key activities carried out since the last reporting period are as follows:

- Planning for introduction of new Waste Contracts;
- Ongoing budget review for Capital Works; and
- Construction of the Capital Works Program.

CAPITAL WORKS UNIT

The Capital Works Unit has been actively involved in undertaking the following projects as part of the Capital Works Program for the current financial year.

- **Apollo Bay Car Park**

The design of the carpark has been reviewed by Council staff. The proposed design will be sent to the relevant property owners shortly for their comment.

Works are to be deferred until all Section 173 agreements have been finalised. Construction works are therefore unlikely to be commenced this financial year. This being the case, the budget for these works will need to be deferred in the 2010/11 budget.

- **Irrewillipe Road Widening**

This project comprises the widening of the existing sealed pavement in 2 sections between South Larpent Road and G Barry's Road (5.9km to 6.8km and 7.7km to 9.4km) to provide a 6.2m wide seal. Works have now been completed.

- **Cawood Street Rehabilitation**

The original scope of the works was the rehabilitation of the full width of pavement between Casino Avenue and Banksia Street. The scope of the works was expanded to take the rehabilitation works up to McLachlan Street. These works have now been completed.

- **Morley Avenue Kerb & Channel**

The concept design for the construction of kerb and channel was reviewed by the Project Review Group, with a detailed design now completed. The scope of works includes the construction of concrete kerb and channel along Morley Ave from the Great Ocean Road intersection through to McCrae Road. Work is due to start in late April 2010.

- **Carpenteit-Bungador Road - Realign Culvert at Speedway Road**

The design has been reviewed. Work cannot be carried out without land acquisition to realign the drain. A meeting has been arranged with the property owner to discuss the necessary land acquisition.

- **Old Beechy Rail Trail**

Works commenced on the construction of the 800m section of trail between the Beech Forest Information Centre and Ditchley Reserve. It is anticipated that works will be complete by mid May.

Environmental Management / Planning Update

Over the last month Council's Infrastructure Environment Officer has been reviewing the Environmental Assessment Process. These processes are relatively new and various improvements have been made as a result of their practical application over this short period. The processes developed for the Infrastructure and Services Department ensures that environmental assessments are undertaken by suitably qualified Council officers, in conjunction with the Project Manager. The processes identify environmental assets present,

assess impacts of the proposed works method, seeks endorsement from the Infrastructure Environment Officer and the Environmental Planner prior to works commencing.

- **Cressy Shelford Road Rehabilitation**

A Progress Report has been prepared for the Department of Environment, Water, Heritage and the Arts (DEWHA) and the Department of Sustainability and Environment (DSE) with an update on the actions the Colac Otway Shire Council has undertaken in line with the relevant Cressy-Shelford Road agreements. Some of the key actions are stated below:

- The establishment of a Working Group (with DSE representation) to oversee the implementation of the Agreements;
- Removal of the imported road making material placed along the road reserve, completed in December 2008;
- A full vegetation survey of the disturbed sites in spring to assess the recovery of the sites; and
- Vegetation surveys of all Council's roadsides to determine their conservation significance.

This Progress Report along with supporting documents, will be forwarded to DEWHA and DSE, when finalised.

SUSTAINABLE ASSETS UNIT

Building Renewal Program

Works are progressing to implement the 2009/10 Building Renewal Program. The following is an update of some of the projects which comprise this program:

<i>Lavers Hill Hall Painting</i>	Exterior painting has commenced with around 60% done.
<i>Colac Lawn Tennis Club</i>	Exterior painting has been completed. Disabled toilet is 80% complete only the painting to go. Work on the disabled access ramp has commenced with the concrete to be poured on Thursday this week. All works should be completed by the end of April 2010.
<i>Swan Marsh Hall</i>	Interior/Exterior painting to commence within the next two weeks. Completion of painting will finalise a number of major improvements which have recently been undertaken on this facility. This includes improving access, provision of heating and cooling, fencing improvements, and provision of a roof between the hall and toilets.
<i>Structural wall Repairs – Rae Street Office</i>	Significant cracking along the South wall of the Rae Street Office has previously been identified. This is generally as a result of foundations settling due to ongoing dry conditions. Three (3) large trees in the vicinity of the wall have been replaced and repairs to the wall have been scheduled for late April.
<i>Red Rock Conveniences</i>	Graffiti on toilets has been painted out. Weatherboards on BBQ shelter have been replaced and painted.

Lavers Hill Hall**Vandalism Repairs**

A number of Council buildings have been subject to minor vandalism over the last month. The details of this damage are as follows:

<i>Gellibrand Street Toilets - Memorial Square</i>	Broken partitions to water closets in male toilets
<i>Central Reserve Grandstand</i>	Damaged external windows to Grandstand
<i>Central Reserve Public Toilets</i>	Damaged toilet pan
<i>Ross Point Toilets</i>	Damaged toilet pan

All identified damage has now been repaired. The police were also notified in each instance. It is estimated that the total damage bill is in the order of \$5000. Costs incurred by Council in undertaking repairs are able to be recovered in instances where the perpetrators are able to be identified.

Routine Road and Footpath Inspections

The following is a summary of the routine road and footpath network inspections completed for the month of March 2010:

<i>Carlisle River – Rural Roads</i>	Signs and guideposts were found to be either damaged or missing. All identified maintenance works have been programmed to be completed by Cosworks' works crews in the near future.
<i>Rural Link Roads</i>	Missing signs and guideposts were the most significant issues noted during this quarter's inspection of Council's link road network.
<i>Colac Footpath Level 3 – Residential Streets, south west area extending from Murray Street, Corangamite Street to Harris Road, Elliminyt</i>	Movement in sections of footpath were noted during inspection. This is largely due to ongoing dry conditions and root intrusion from nearby trees. Any raised sections will be ground off or a pre mix wedge applied to ensure that pedestrian safety is maintained. Other maintenance issues noted related to overhanging trees including both nature strip trees and trees located in private property. Trimming of overhanging street trees will be programmed. Notices have been issued to private property owners where vegetation is noted as

	overhanging the property boundary. These types of issues are reported to Council's Local Laws department for further follow up.
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Switchboard Upgrade – Irrewillipe Recreation Reserve

Replacement and upgrade of the switchboard was completed in early April 2010.

Asset Management Strategy

Review and development of the Council's Asset Management Strategy is continuing. The second round of interviews have been conducted with key Council Staff with the next round due in late April. The interview process has proven extremely valuable in validating the review of Council's current asset management status and ensuring organisation wide participation in the development of the strategy.

Birregurra Bus Shelter

Preliminary works including minor excavation and construction of formwork were completed by mid April 2010 with the slab poured the following week. Relocation of the redundant shelter in Gravesend Street is expected by month end. These works are being partly funded by the Department of Transport.

Bus Stop Upgrades

Works continue to upgrade each of the existing bus stops located along the Colac Town Bus Service Routes. The purpose of these upgrades is to ensure that each stop meets specified disability access requirements. Twenty out of sixty stops have been completed so far with a further ten programmed for April. Quotations are presently being assessed in order to complete the upgrade of the remaining stops. It is intended that all works are completed by the end of May 2010. These works are fully funded by the Department of Transport and are being coordinated by Council staff.

Murroon Road Bridge Abutment works

Works to armour the abutments to this bridge are nearing completion. This has involved the installation of gabions and rock mattresses along the stream bed and banks in the vicinity of the bridge. The earthen embankments had been subject to excessive scour and erosion. The application of this treatment will preserve the long term structural integrity of this bridge.



COSWORKS DEPARTMENT

Road Regrading: Maintenance grading has increased due to more favourable weather conditions.

Road Pavement Minor Patching: Ongoing in all areas.

Capital Works:

Binns Road Drainage works	Completed
Cawood Street	Completed
Sunnyside Road Slip	Completed
Binns Road Slip	Completed
Murroon Bridge Rehabilitation	50% completed

Gravel Road Re-sheeting: Resheeting works have been undertaken on Storans Road, Barpimba Road, Killala Road, Sunnyside Road, Montrose Avenue, Tuxion Road, Barham River Road, Busty Road and Biddles Road.

Major Drainage: Works have been undertaken on Barham River Road, Killala Road, Tuxion Road, Montrose Avenue, McDonalds Road, Minchintons Road, Kents Road and Moomowrong Road.

Line marking: Rural centreline repainting 90% completed. Urban & rural Statcons repainting 90% completed.

Routine Drainage: Drainage works have commenced in Kennet River, Wye River, Kawarren and Carlisle areas. This is an ongoing program in all areas.

Tree Maintenance: Tree maintenance has been completed at Irrewillipe, Tomahawk Creek, Birregurra and Yeodene.

Roadside Slashing: Second round of slashing has commenced in Cressy & Eurack areas.

Township Mowing: This has been undertaken in townships as required.

Weed Spraying: Weed spraying has been undertaken in rural areas and around Council's roadside furniture.

Bridge Maintenance: Pearces's Bridge Decking has had repairs undertaken to the bridge decking.

Gardens: General maintenance to the gardens has been undertaken over the last month.

Playground Maintenance: Birregurra Playground redevelopment is 75% complete.

MAJOR CONTRACTS/WASTE DEPARTMENT**EPA Licencing Reform**

The Environment Protection Agency are about to introduce the new landfill licencing initiatives. Under the new licencing initiatives there will be focus on a risk based approach allowing Councils to develop their own "Fit for Purpose" landfill monitoring program that should be in place by June 2011. EPA's intention would be to act more in the capacity of a regulatory body and Council may have to engage consultants for assistance with development of landfill monitoring program. Endeavour is being made by EPA to make the licencing process simpler by providing licencing online and bringing all the licences

belonging to an organisation together. An Annual Performance Statement will need to be signed by Council's CEO and all supporting documents will need to be retained for future scrutiny. Penalties would apply for providing false or misleading information and Council is in touch with BRWMG Group for making suitable comments on the proposal.

Replacement of Apollo Bay Harbour Dredge – Meeting with DSE

A meeting was held with Department of Sustainability and Environment on 8 April 2010 to discuss the replacement of the dredge at Apollo Bay Harbour, which will be a major Capital Works plant replacement item. The replacement has been necessitated due to the age of the existing dredge, the Gannett, the support vessel, Corsair, and the lack of a tug boat to assist the Gannett dredge in strong wave conditions. The existing dredge does not comply with all safety criteria and can operate in calmer wave conditions only. The DSE have noted Council's concerns and will pursue the funding options with the relevant Government departments. Due to the significant costs associated with the replacement, DSE were unable to give any firm commitment to a replacement date. The item will continue to be pursued with DSE for a positive outcome in the future.

Waste Update

- EPA Licence Reform
Officers attended an EPA licence reform information session at Warrnambool in mid March.
- Landfill Levy
The Department of Sustainability has announced an increase in landfill levies commencing next year. Colac Otway Shire currently sends its putrescibles waste to Corio Landfill which will see the landfill levy increase from \$9.00 per tonne in 2009/10 to \$30.00 in 2010/11 and \$40.00 per tonne in 2011/12.
- Waste Contract Update
Letter of acceptance, Instrument of Agreements and letters of non acceptance have been forwarded to all contractors.

Initial meetings with Mastec (bin suppliers) and Wheelie Waste have occurred to plan, review processes and establish timelines.

An Education Brief is being prepared to seek quotes for educational material, media releases and promotional material
- "Too Lovely To Litter"
This is a regional litter prevention campaign which has received interest from other regional waste management groups. These groups are now applying for funding under the Packaging Forum to extend this as a coastal campaign throughout regional Victoria.

Tenders

Since the last reporting period the following tenders were opened:
1004 Supply & Deliver 77 KW Tractor - Closed 14 April 2010

Current tenders awarded under CEO delegation are:
0914 Eastern Reserve Netball Court Redevelopment – to Lake & Land Pty Ltd

Current tenders advertised are:
1005 Cleaning Services – closes 5 May 2010

Subdivision Works

The following table shows the current status of various subdivisional works which will be handed over to Council when completion is approved:-

Subdivision	Status
Apollo Bay Industrial Estate Stage 1 9 lots	The developer is completing outstanding civil works including guard rail at the culverts on Montrose Avenue and landscaping on the roadsides. Service authorities will also need to sign off their relevant works for compliance to be issued.
Rossmoyne Road Industrial Estate Stage 2, 23 lots	Subdivisional construction works are almost complete following the recent asphaltting of the roads. Compliance is expected in May 2010.
Seeberg Estate Stage 2, 24 lots and reserve	The main construction works are now complete with some minor ancillary works (landscaping and gravel path) to be finished in the next month. A short section of footpath is to be laid when underground power is installed.
Cants Road Stage 3 12 lots	Works are completed. A compliance certificate is expected to be issued shortly.
Hawdon Avenue (at Hazel Court), Kennett River, 2 lots	Construction of a concrete driveway apron is now complete with compliance expected to be issued shortly.



Seeberg Estate

Bituminous Sealing Works

Sprayline has been working over the past couple of weeks to complete the annual spray sealing contract for 2009/2010. Council supplied aggregate for the work and following completion of sealing Cosworks will clean up all aggregate stacksites.

Apollo Bay Transfer Station

The Contractor is preparing to construct the transfer station building over the completed slabs and retaining walls. Prefabricated steel beams and columns will arrive on site soon to be installed on prepared footings. Works will be about 55% completed by the end of April. The poor nature of the ground initially presented delays to the program however, construction is now progressing quickly.



Alvie Recreation Reserve Development

Extensions to the football clubrooms commenced in February and are expected to be completed within the next few weeks. Internal plastering is finished with the next stage being fitting out the building and brickwork which is currently underway. Extension of the netball court is proceeding.

**Birregurra Skatepark**

The new Birregurra Skate Park was formally opened to the public by Colac Otway Shire Council Mayor, Cr Lyn Russell, on 11 April after a successful completion of the construction contract.

**SUSTAINABLE PLANNING & DEVELOPMENT****Rural Living Strategy**

Consultant firm CPG-Global Australia is currently preparing a draft Rural Living Strategy. There have been delays in the preparation of this strategy due to the need for clarification of issues concerning development in declared water catchments and high fire threat areas. It is anticipated that the Strategy will be presented to Council shortly after the release of the Royal Commission findings in relation to the Black Saturday fires, which are due in July.

Birregurra and Forrest Structure Plans

Consultant firm CPG-Global Australia is currently also preparing draft structure plans for Birregurra and Forrest. There have been delays in the preparation of these plans due to the need for clarification of issues concerning development in high fire threat areas, and as with the Rural Living Strategy, it is anticipated that the structure plans will be presented to Council shortly after the release of the Royal Commission findings in relation to the Black Saturday fires.

Colac and Apollo Bay Car Parking Study

An Issues and Opportunities Paper for the Colac and Apollo Bay Car Parking Study has been on public exhibition for comment and feedback since mid-March, and public workshops were held in Apollo Bay and Colac on 12 and 13 April. Submissions will be sought in relation to the documents by 30 April 2010.

Planning Scheme Review

Council is required to review the performance of its Planning Scheme every four years. The next review is required by legislation to be completed by June 2010. The project is being undertaken in-house by Council officers, and commenced late in January. Stakeholder workshops with relevant stakeholders such as regular permit applicants, agencies, State Government and staff are currently underway, with a workshop scheduled for Councillors in June to seek their input into the Review.

Coastal Climate Change Advisory Committee Issues and Options Paper

The State Government appointed Coastal Climate Change Advisory Committee released an Issues and Options paper in March relating to the problem of forecast rising sea levels along the coast. The Paper presents various options for how the Victorian planning system could respond to this challenge. Council officers will be providing input to this exercise, with submissions due late in April. Members of the community are also able to make their own submissions.

Proposed National Heritage Listing Proposal for the Great Ocean Road

Council considered a report at the March meeting relating to the Australian Heritage Council proposal to list the Great Ocean Road and Scenic Environs on the National Heritage List. A submission supporting this proposal was lodged in accordance with Council's resolution, noting a number of issues that need to be considered.

Protection of East Barham River Potable Water Catchment

The Planning Minister has recently gazetted an amendment C60 to the Colac Otway Planning Scheme that reintroduces an interim Environmental Significance Overlay – Schedule 5 which applies to the East Barham River water catchment, north-west of Apollo Bay. The West Barham Catchment has been long protected by a similar overlay, however the East Barham River area was subject to an interim control until declaration of the whole area of the catchment under the Catchment and Land Protection Act 1994, which occurred in 2009. The interim control, which had inadvertently lapsed in July 2009 has been extended until 31 December 2011 so as to allow time for Barwon Water to submit a formal amendment request to Council for introduction of the Environmental Significance Overlay on a more permanent basis.

Proposed Apollo Bay Water Storage

Barwon Water has announced that the Board has decided to proceed with acquisition of part of the land owned by the Apollo Bay Golf Club fronting Barham River Road (known locally as the Garrett land) to facilitate the construction of a new water storage that is required to augment the capacity of the water supply system to Apollo Bay and Marengo. Barwon Water is currently in discussions concerning the proposed acquisition, and a planning scheme amendment request to rezone the affected land will be submitted for Council consideration when this is resolved.

Fire Prevention and Planning

Council officers will continue to undertake follow up inspections of properties across the region to assess whether they comply with fire prevention requirements during the fire danger period that ends on 30 April. Permits to burn off stubble and other green waste are required until the end of the fire danger period. Although stubble burn permits can be issued within 1-2 days some larger burns require site inspections to be carried out and therefore applicants need to allow a week for the permit application to be processed.

Council continues to work closely with other government agencies to implement the recommendations from the Bushfire Royal Commission. At this stage there are no sites designated as Neighbourhood Safer Places in the Colac Otway region and it is unlikely that

any will be designated during the 2009-10 fire season. The Bushfire Royal Commission is expected to release further recommendations in March that may have further implications for Council.

Dry Lake Working Group

The Colac Otway Shire is working with other key stakeholders to manage the issues associated with Lake Colac being dry. The focus of the group is identifying ways to manage the remaining carp in the catchment and to monitor the growth of fairy grass on the lake. Although the lake did not dry out completely this year it is expected to very low again next summer unless there is very high rainfall over winter. Council will continue working with key stakeholders to try to prevent the re-establishment of carp in the lake and to investigate how to best manage fairy grass. The community is being reminded that they need to stay off the exposed lake bed because it is unstable and potentially dangerous.

Barongarook Creek Elm Removal

A second round of exotic tree removal has commenced along the Barongarook Creek to improve the health of the Lake Colac catchment. The removal of willows, poplar and elms between Murray and Chapel streets will be followed by revegetation of the area with native plant species. The work follows on from a similar project last year, when Council removed about 10 mature exotic trees near the Murray Street bridge and replaced them with more than 2000 native trees, shrubs and grasses, with the help of local scouts. Council is also doing some rock beaching on two stormwater outlets to slow down stormwater as it enters the creek to prevent erosion, and sediment entering the creek. The work along Barongarook Creek is part of a larger project to improve the quality of water entering Lake Colac.

Exotic trees are detrimental to waterway health when they grow along the banks of creeks and rivers because exotic trees drop their leaves every autumn; the creek suffers a dramatic increase in nutrient load. As the leaves break down, this causes a shift in the water temperature and decreases dissolved oxygen for fish and macro invertebrates. Native trees have far less impact on the creek. It will take a while for newly-planted trees to get established, but in a few years the area will look better and the benefits will really show in the health of the creek.

Western Region Sustainable Water Strategy

The State Government has recently released a Draft Sustainable Water Strategy for the Western Region of Victoria that aims to improve water resource management and the reliability of supplies while also protecting the region's rivers, aquifers, wetlands and estuaries. The strategy attempts to strike the balance for sharing water between agriculture, towns, industry and the environment. Getting the right balance in the final strategy relies on the broader community understanding the draft strategy and then providing informed comment.

The draft strategy has been developed through discussion with many agencies and community groups but now there is the opportunity for the broader community to provide comment that will influence the final document. Copies of the strategy are available on the web at www.ourwater.vic.gov.au/programs/sws/western and hard copies can be viewed at the Council offices in Colac and Apollo Bay.

Trade Training Centre (TTC)

Colac Otway Vocational Education Cluster (COVEC) was advised in March 2010 that it had not been successful in its Expression of Interest in making an application to the Federal Government for TTC funding.

Following a request to both State and Federal Government Ministers, the decision was reversed enabling COVEC to proceed to a full application due by 30 June 2010. The decision was reversed in recognition of the lack of trade skill training in Colac Otway Shire

Small Towns

OT has initiated a small towns project commencing with Forrest. Economic Development Unit is participating and seeking to integrate Small Town Investment Program (STIP) and Regional Development Victoria funded Small Town Development Fund projects to support tourism initiatives. Likely outcome would be streetscape improvements.

The STIP Steering Group has met and will make a recommendation to Council in May on the 2010/2011 program.

Lake Colac

Council Officers are waiting on the receipt of tender documents for the new Cultural Heritage Management Plan (CHMP) to be completed for the Lake Foreshore and Meredith Park.

Business Events

The first 'On the Front Foot for Business' events in Apollo Bay and Colac were addressed by David Haymes, Director of Haymes Paint. Both were well attended.

The next event is in May and will cover business planning, taxation and insurance issues.

Attachments

Nil

Recommendation(s)

That Council notes the CEO's Progress Report to Council

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**CONSENT CALENDAR****OFFICERS' REPORT**

D = Discussion

W = Withdrawal

| ITEM                                                                                                                                                                                                                                                                                                                                                                                                                | D | W |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|---|
| <p><b><u>CORPORATE AND COMMUNITY SERVICES</u></b></p> <p><b><u>OM102804-2 SECTION 173 AGREEMENTS</u></b></p> <p>Department: Corporate and Community Services</p> <p><b><u>Recommendation(s)</u></b></p> <p><i>That Council notes the change in practice to the signing and sealing of Agreements under Section 173 of the Planning and Environment Act 1987.</i></p>                                                |   |   |
| <p><b><u>OM102804-3 COLAC OTWAY YOUTH COUNCIL CHARTER</u></b></p> <p>Department: Corporate and Community Services</p> <p><b><u>Recommendation(s)</u></b></p> <p><i>That Council receive and endorse the Colac Otway Youth Council Charter.</i></p>                                                                                                                                                                  |   |   |
| <p><b><u>OM102804-4 EXPRESSION OF INTEREST PROCESS TO HOST AUSTRALIA DAY CELEBRATIONS</u></b></p> <p>Department: Corporate and Community Services</p> <p><b><u>Recommendation(s)</u></b></p> <p><i>That Council endorses the recommendation by the Australia Day Advisory Committee to adopt an Expression of Interest process as the method to determine the host township for Australia Day celebrations.</i></p> |   |   |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |  |  |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|
| <p><b><u>OM102804-5</u>      <u>REVIEW OF COUNCIL POLICIES</u></b></p> <p>Department: Corporate and Community Services</p> <p><b><u>Recommendation(s)</u></b></p> <p><b><i>That Council:</i></b></p> <p><b>1.      <i>Adopt the following revised policies:</i></b></p> <p>          <b>2.6    <i>Customer Service Policy/Guidelines</i></b><br/>           <b>4.1    <i>Hire of COPACC Policy</i></b><br/>           <b>5.1    <i>Community Bus Policy</i></b><br/>           <b>7.3    <i>Risk Management Policy</i></b><br/>           <b>13.1   <i>Closure of Unused Government Roads;<br/>                   Licensing of an Unused Road or Water<br/>                   Frontage Policy</i></b><br/>           <b>13.3   <i>Display/Locate Sign/s and Goods on the<br/>                   Footpath/Road Reserve Policy</i></b><br/>           <b>13.4   <i>Installation and Usage of Stock<br/>                   Underpasses Policy</i></b><br/>           <b>13.7   <i>Asset Management Policy</i></b><br/>           <b>13.8   <i>Heavy Vehicle Access Policy</i></b><br/>           <b>13.9   <i>Event Road Closure Consultation and<br/>                   Communication Policy</i></b><br/>           <b>18.3   <i>Whistleblowers Protection Act 2001</i></b></p> <p><b>2.      <i>Endorse the draft policy No 4.2 Council Property<br/>                   Leasing Policy for public comment. Public<br/>                   comments to be received until Friday 11 June 2010.</i></b></p> |  |  |
| <p><b><u>OM102804-6</u>      <u>PROPOSED NAMING OF ACCESS<br/> ROAD IN BEECH FOREST AS "CLIFF<br/> YOUNG DRIVE" AND LAND AS "CLIFF<br/> YOUNG PARK'</u></b></p> <p>Department: Corporate and Community Services</p> <p><b><u>Recommendation(s)</u></b></p> <p><b><i>That Council:</i></b></p> <p><b>(1) <i>Commence statutory procedures pursuant to clause 5,<br/> Schedule 10 of the Local Government Act 1989 to<br/> name the access road at the front of the Beech Forest<br/> Public Hall as "Cliff Young Drive"</i></b></p> <p><b>(2) <i>Provide public notice of its intention to name the<br/> Council owned land located immediately west of the<br/> Public Hall as "Cliff Young Park".</i></b></p> <p><b>(3) <i>Consider submissions to the proposal received from<br/> interested parties at a Council meeting at a time to be<br/> arranged in accordance with the provisions of Section<br/> 223 of the Local Government Act 1989.</i></b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |  |  |

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|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|
| <p><b><u>OM102804-7 INDICATORS OF COMMUNITY STRENGTH</u></b></p> <p>Department: Corporate and Community Services</p> <p><b><u>Recommendation(s)</u></b></p> <p><i>That Council note the report on “Indicators of Community Strength at the Local Government Area level in Victoria 2008”.</i></p>                                                                                                                                                                                                                                                                                                 |  |  |
| <p><b><u>OM102804-8 THIRD QUARTER PERFORMANCE REPORT 2009/2010</u></b></p> <p>Department: Corporate and Community Services</p> <p><b><u>Recommendation(s)</u></b></p> <p><i>That Council receive for information the third quarter Performance Report for the three months ending 31 March 2010.</i></p>                                                                                                                                                                                                                                                                                          |  |  |
| <p><b><u>OM102804-9 REVIEW OF COUNCIL PLAN</u></b></p> <p>Department: Corporate and Community Services</p> <p><b><u>Recommendation(s)</u></b></p> <p><b><i>That Council:</i></b></p> <ol style="list-style-type: none"> <li><b><i>1. Endorse the revised 2009-2013 Council Plan and the revised 2010-2014 Strategic Resource Plan and put out for public submissions for a five week period.</i></b></li> <li><b><i>2. Consider any submissions on the Council Plan and the Strategic Resource Plan at a Special Council Meeting on Wednesday 9 June 2010 at 1.00pm at COPACC.</i></b></li> </ol> |  |  |

**Recommendation**

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

**MOVED** .....

**SECONDED** .....

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**OM102804-2****SECTION 173 AGREEMENTS**

|             |                                |           |                     |
|-------------|--------------------------------|-----------|---------------------|
| AUTHOR:     | Colin Hayman                   | ENDORSED: | Rob Small           |
| DEPARTMENT: | Corporate & Community Services | FILE REF: | GEN0460 Delegations |

**Purpose**

To advise Council of a change in practice with respect to the sealing of Section 173 Agreements.

**Declaration of Interests**

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

**Background**

Currently Section 173 Agreements are included in the monthly Council agenda for signing and sealing.

The current Colac Otway Shire Instrument of Delegation to Members of Council staff states that officers have power to enter into agreement covering matters set out in S174.

The Instrument does not include any limitations or conditions on the exercising of this power.

**Council Plan / Other Strategies / Policy**

Under the Key Result Area of Leadership and Governance, it has the following objective:

*“Council will fulfil its leadership, statutory and legal obligations to its community and staff in a way that is: fair, ethical, inclusive, sustainable, financially responsible and meets the needs and practical aspirations of current and future generations.”*

**Issues / Options**

Section 173 and Section 174 of the *Planning and Environment Act 1987* (Act)

Sections 173 and 174 of the Act provides details of a S173 Agreement and the form and contents of an agreement.

According to Section 174(1) of the Act, a Section 173 Agreement ‘must be under seal’. Advise has been sought which indicates it does not mean a common seal must be fixed. The phrase ‘under seal’ is a reference to a deed. A deed is evidenced by an execution clause which uses the words ‘signed, sealed and delivered’ before the signatory’s appears.

A Section 173 Agreement will be under seal and therefore comply with section 174(1) – if it takes the form of a deed by being ‘signed, sealed and delivered’ on Council’s behalf. No common seal is necessary.

**Delegation**

Council has delegated to members of Council staff the power to enter into a Section 173 Agreement. S173 Agreements are the outcome of planning processes.

### Improvement to Processes

It is the view that the signing of S173 Agreements under delegation is an efficient use of Council and staff time and will improve the turnaround times to applicants.

### Other Councils

In examination of minutes of other Councils it highlights that the majority of municipalities either do not have S173 Agreements or they do not submit them to Council.

### **Proposal**

That Council note the change in practice with respect to the signing and sealing of Section 173 Agreements.

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

The change will improve the processes required to undertake the finalisation of an agreement.

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

A Section 173 Agreement is a legal contract made between Council and another party or parties under Section 173 of the *Planning and Environment Act 1987*.

### **Environmental and Climate Change Considerations**

Not applicable

### **Community Engagement**

Not applicable

### **Implementation**

The change to the process has commenced. This report is for information of Council.

### **Conclusion**

Council can enter into a Section 173 Agreement without the common seal appearing on it and has already delegated to members of Council staff the power to execute a Section 173 Agreement on its behalf.

The change will improve the processes and is an efficient use of Council and staff time.

### **Attachments**

Nil

### **Recommendation(s)**

***That Council notes the change in practice to the signing and sealing of Agreements under Section 173 of the Planning and Environment Act 1987.***

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OM102804-3**COLAC OTWAY YOUTH COUNCIL CHARTER**

| | | | |
|-------------|--------------------------------|-----------|--------------|
| AUTHOR: | Katherine Attrill | ENDORSED: | Colin Hayman |
| DEPARTMENT: | Corporate & Community Services | FILE REF: | GEN00374 |

Purpose

The purpose of the report is to provide Council with the final draft of the Youth Council Charter as discussed and endorsed by Colac Otway Youth Council 2010 and seek Council's endorsement for these changes.

Declaration of Interests

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

Background

Council adopted the original Youth Council Charter in 2001 and the current charter in 2005 along with changes approved in December 2009. The charter limits the student membership to a maximum of fifteen, three from each of the secondary schools in Colac, Apollo Bay and Lavers Hill.

The charter provides Youth Council with guidelines to which they are to operate. Specifically the charter includes objectives, membership, term of appointment, meetings, quorum, officer bearers, administration, financing and insurance.

Youth Council meets twice each month with the exception of the school holidays, therefore operating from February to November each year.

The draft charter was provided to Council in December 2009 and further to this the new Youth Councillors forming the 2010 Colac Otway Youth Council have discussed the charter, its intent and membership and agreed on the final draft as attached.

The changes to the current charter recognise the merge of the High School and the Colac College and subsequently now the charter allows for three representatives from each of the secondary schools within the Colac Otway region. This charter also allows for home-schooled youth and non-school based youth to nominate for the Youth Council.

Council Plan / Other Strategies / Policy

The Youth Council recognises the Colac Otway Shire Council Mission and Values. Specifically those relating to areas of Community Health, Wellbeing, Leadership and Governance.

The Colac Otway Youth Council Mission Statement:

"The Colac Otway Youth Council intends to make the Colac Otway district a better place for today's youth and for future generations, by honorably representing the youth within the district, initiating youth projects, enhancing existing youth activities and promoting youth involvement in the community."

The Youth Council Charter defines their objectives as the following and these are to be retained:

1. To provide a forum for the Colac Otway Shire Council to consult with and receive advice from youth in order to ensure the provision of a high quality, affordable and flexible youth program.
2. To promote and encourage the involvement of youth in the planning, development and implementation of matters associated with young people in the community.
3. To ensure that the views of youth are canvassed and conveyed to Council.
4. To provide advice to Council on appropriate youth programs.

The Health, Recreation and Community Services segment of the Council Plan, with delivery of our vision, mission and values via the provision of “...*quality health, recreation and community services by working in partnership with local health, aged care, welfare, youth, housing, education providers, sporting groups and employment organisations to promote community wellbeing*”.

Issues / Options

There are two options;

To endorse the proposed changes would provide a greater opportunity for participation by Youth within the Colac Otway Shire.

To not endorse the proposed changes would mean youth representation within the Colac Otway Shire to Youth Council would be limited.

Proposal

It is proposed that further to Council endorsing the Colac Otway Youth Council Charter, the final charter will be implemented.

Financial and Other Resource Implications

There are no financial implications from the recommendations as the proposed changes only impact the governance structure of the Youth Council and existing budget allocations are considered appropriate.

Risk Management & Compliance Issues

There are no additional risks associated with the recommendations.

Environmental and Climate Change Considerations

There are no adverse environmental effects to be considered as a result of the recommendations.

Community Engagement

Consultation has been carried out with members of the 2010 Youth Council and mentors with regard to these proposed changes.

Implementation

It is proposed to implement the changes at the next 2010 Youth Council meeting scheduled to take place on 10 May, 2010.

Conclusion

The proposed changes will encourage a wider youth involvement within the Colac Otway Shire specifically enabling non-school based and home based youth to be nominated for Youth Council. This charter will provide the current and future Youth Councillors with clarity regarding their roles and responsibilities.

Attachments

1. Youth Council Charter

Recommendation(s)

That Council receive and endorse the Colac Otway Youth Council Charter.

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## Colac Otway Shire Youth Council "Proposed Charter"

### 1.0 CONSTITUTION OF THE YOUTH COUNCIL

The Colac Otway Youth Council intends to make the Colac Otway District a better place for today's youth and for the future generations, by honourably representing the youth within the district, initiating your projects, enhancing existing youth activities and promoting youth involvement in the community.

### 2.0 PRELIMINARY

#### Expectations

Attendance: Youth Council meets twice each month with the exception of the summer school holidays. It is expected the Youth Councillors will send a formal apology by phone or letter to the Shire Offices if they are unable to attend a meeting which should include a brief explanations as to why attendance is not possible. It is expected that Youth Councillors attend a minimum of 15 meeting per year. Leave of absence may be granted under ~~exceptional~~ certain circumstances.

#### Performance:

Youth Councillors are expected to take an active role in activities supported or undertaken by Youth Council which are for the benefit of young people or the community.

#### Confidentiality:

It is expected that all discussions within Youth Council Meetings will remain confidential.

### 3.0 OBJECTIVES OF THE YOUTH COUNCIL

- 3.1 To provide a forum for the Colac Otway Shire Council to consult with and received advice from youth in order to ensure the provision of high quality, affordable and flexible youth program.
- 3.2 To promote and encourage the involvement of youth in the planning, development and implementation of matters associated with young people in the community.
- 3.3 To ensure that the views of youth are canvasses and conveyed to Council
- 3.4 To provide advice to council on appropriate youth programs.

## 4.0 MEMBERSHIP

4.1 The Youth Council shall be comprised of the following members

- ~~Three (3) representatives from each of the secondary schools in Colac; being Colac Trinity College, Colac College and Colac High School. Three (3) secondary level student representatives from Lavers Hill P-12. Three (3) secondary level student representatives from Apollo Bay P-12.~~
- Trinity Secondary College(3)
- Colac Secondary College (3)
- Lavers Hill P-12 College (2)
- Apollo Bay P-12 College (2)
- In addition an extra student would be allowed per 300 students if requested.
- Acknowledging the logistical barriers for Lavers Hill and Apollo Bay students it is recognised that these students may provide input through other means when attendance is impractical. Such methods of communication could include but not limited to contact directly with the Youth Council Administrator or via telephone conference calls.
- To provide an opportunity for non school based youth and home schooled youth to have input a maximum of two representatives are allowed.
- The final composition and number of youth Councillors are determined by the Interview Panel to ensure a workable size but also encouraging participation where possible.
- One (1) Councillor (as mentor)
- One (1) Council Officer (as administrative support)

4.2 The Youth Council may invite ~~delegates~~ mentors to attend from other youth focussed service organisations. ~~such as CO-PYLIT (Colac Otway Police Youth Liaison Team), South West Alliance and Rural Health Youth Department etc.~~ These appointments would have no voting rights.

4.3 ~~To allow adults mentors to be voted in by the Youth Council even if not part of a youth focused service within the community. These appointments would have no voting rights.~~

## 5.0 TERM OF APPOINTMENT

- 5.1 Any person appointed to the Youth Council shall hold office for a period of one (1) year.
- 5.2 Any member of the Youth Council may be nominated for subsequent terms **but would be required to undergo the recruitment process again.**
- 5.3 In the event of a resignation of a Youth Councillors, the secondary schools will submit the name of one (1) or more persons to the Youth Council for appointment in accordance with the membership clause.
- 5.4 The Youth Council will operate from February to ~~December~~ **November** each year.

## 6.0 MEETINGS

- 6.1 Meetings must be held not less than once a month. Each formal meeting of the Youth Council must be conducted in accordance with normal meeting procedures.
- 6.2 Failure to attend meeting on three (3) consecutive occasions by a Youth Councillor will result in the automatic loss of membership to the Youth Council **unless** a leave of absence is otherwise applied for to Youth Council. **Excludes Lavers Hill and Apollo Bay Youth Councillors where explanations or alternatives have been arranged as detailed in 4.0**
- 6.3 A Youth Councillor may apply for a leave of absence.

## 7.0 QUORUM

- 7.1 A quorum is formed when a simple majority of members of the Youth Council is present at a meeting.

## 8.0 ADMINISTRATION

- 8.1 The Colac Otway Shire will oversee the administration of the Youth Council and may call upon the expertise of other youth organisations within the municipality for assistance.

~~8.2 The Youth Council will be entitled to appoint its own honorary Chief Executive Officer and Finance Manager following an appointment process. These positions will be held for a period of one year to coincide with the term of Youth Council.~~

## 9.0 OFFICER BEARERS OF YOUTH COUNCIL

9.1 The Youth Council at its first meeting will elect the following office bearers:

9.1.1 Chairperson, Deputy Chairperson, Treasurer and Minute Taker

9.1.2 The duties of the Youth Council Chairperson will be to:

- a) To Chair all meetings of the Youth Council.
- b) To act as the liaison person between the Youth Council and the Colac Otway Shire.
- c) To arrange for an Annual Report of the Youth Council to be prepared for presentation to the Colac Otway Shire Council at the conclusion of each Youth Council term.

## 10.0 FINANCES

10.1 The Youth Council of the Colac Otway Shire has delegated authority to expend monies from allocated budget.

## 11.0 INSURANCES

11.1 The Colac Otway Shire Council shall arrange and maintain a portfolio of insurance to cover all possible risks, ~~including a Personal Accident policy for committee members, a Voluntary Worker's Policy and an Indemnity Policy for committee members.~~ **Youth Councillors need to complete Photographic Disclaimer and Volunteer Registration forms prior to taking part in any activities.**

## 12.0 REVIEW

12.1 The Youth Council is required to recommend any changes to the Charter on an annual basis.

12.2 All changes to the Charter will be subject to approval of the Colac Otway Shire Council.

**OM102804-4****EXPRESSION OF INTEREST PROCESS TO HOST AUSTRALIA DAY CELEBRATIONS**

|             |                                |           |                             |
|-------------|--------------------------------|-----------|-----------------------------|
| AUTHOR:     | Anneli Frisk                   | ENDORSED: | Colin Hayman                |
| DEPARTMENT: | Corporate & Community Services | FILE REF: | GEN00338 Australia Day 2011 |

**Purpose**

This report seeks Council's endorsement of the decision by the Australia Day Advisory Committee to implement an Expression of Interest process to determine the host township of the 2011 Australia Day event.

**Declaration of Interests**

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

**Background**

In July 2008 the Colac Otway Shire Australia Day Advisory Committee recommended to Council that one main event be held, creating the possibility for various townships in the Shire to host Australia Day celebrations. This recommendation was supported by Council and in 2009 Australia Day celebrations were held in Forrest and in 2010 in Birregurra.

Formal Australia Day activities for the Colac Otway Shire are coordinated by the Victorian Australia Day Committee which is part of the Department of Premier and Cabinet and supported by the Government of Victoria. The Victorian Committee is affiliated with the National Australia Day Council and part of its mission is to "*promote the celebration of Australia Day for the purpose of developing national pride and spirit...*".

The Colac Otway Shire Council Australia Day Advisory Committee supports Australia Day celebrations at a local level. The main function of the Advisory Committee is to appraise nominations for Australia Day award recipients and, if the proposed Expression of Interest process is adopted, evaluate applications for townships to host Australia Day celebrations and make recommendations to Council.

Australia Day celebrations include an official component comprising a flag raising ceremony, Australian national anthem, official speeches, citizenship ceremony and the presentation of the Australia Day awards. The official elements are planned and implemented by the Colac Otway Shire events team. The host community will be encouraged to develop other celebratory activities around the general Australia Day concept.

The Australia Day celebrations provide the host township with a unique opportunity to showcase local community venues, artists and performers to a diverse range of residents and visitors. It also develops partnerships and connections within the local and broader community.

The recommended Expression of Interest process is designed to support community groups in initially planning and bidding for the event.

A Colac Otway Shire Australia Day Advisory Committee meeting, comprising Mayor Lyn Russell, Cr Brian Crook and Cr Frank Buchanan, together with events officer Anneli Frisk, was held on 24 March 2010.

Events officer Anneli Frisk introduced the Expression of Interest document to the committee, which was followed by a discussion, ending in agreement to recommend Council adopt this Expression of Interest method.

### **Council Plan / Other Strategies / Policy**

The report directly relates to Council's vision: *"Council will work together with our community to create a sustainable, vibrant future"* and forms a part of Council's mission *"Council will work in partnership with our community and other organisations to provide:...An advocacy and engagement approach to sustainably grow our community"*.

### **Issues / Options**

There are three options available to Council.

1. Oppose the adoption of the recommendation made by the Australia Day Advisory Committee.
2. Undertake further assessment of the recommendation and return to Council for further consideration. A delay in adopting the recommendation by the Australia Day Advisory Committee may be detrimental to the planning of the event as it impacts on the planning timelines and management process required for the potential hosting group.
3. Adopt the recommendations made by the Australia Day Advisory Committee.

### **Proposal**

The Expression of Interest document is intended to provide the group or organisation with an overview of the process, submission requirements and the application form as well as assist the Australia Day Advisory Committee in evaluating the submitted applications.

The Colac Otway Shire Australia Day Committee will meet on 30 June 2010 to review Expression of Interest applications. Information in relation to the outcome of the selection process will be incorporated in the July 2010 Council Report.

It is proposed that Council supports the recommendation of the Australia Day Advisory Committee to adopt this Expression of Interest process to determine the township to host the 2011 Australia Day celebrations. This proposal will become the process to select future host towns.

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

The Colac Otway Shire Australia Day Event receives dedicated project funds allocated through the annual budget process. It is anticipated that the sum of \$10,000 will be allocated for the 2011 Australia Day event.

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

The successful Australia Day host is required to complete Council's Events Approval process which addresses risk management and compliance issues specific to the event.

### **Environmental and Climate Change Considerations**

There are no direct environmental and climate change considerations. These would be considered as part of the event approval process.



**Community Engagement**

The Expression of Interest to host Australia Day celebrations document will be advertised and promoted through the media as well as directly to community groups, progress association groups and chambers of commerce.

Following Council's decision in July 2010 as to which township will host the 2011 Australia Day event there will be ongoing consultation and engagement with the successful community.

**Implementation**

Expressions of Interest are to be submitted by 18 June 2010.

The Australia Day Advisory Committee will meet on 30 June 2010 to evaluate and recommend a selected township to Council in the July 2010 Council Report.

**Conclusion**

The Australia Day Advisory Committee recommends the implementation of an Expression of Interest process to select the township to host Australia Day celebrations.

**Attachments**

1. Expression of Interest to host Australia Day celebrations document

**Recommendation(s)**

***That Council endorses the recommendation by the Australia Day Advisory Committee to adopt an Expression of Interest process as the method to determine the host township for Australia Day celebrations.***

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Colac Otway

SHIRE

Background

Historically Colac Otway Shire hosted two similar but separate events for Australia Day, one in Colac followed by another in Apollo Bay.

In July 2008 the Colac Otway Shire Australia Day Advisory Committee recommended to Council that one main event be held, creating the possibility for various townships in the Shire to host Australia Day.

The Australia Day celebrations provide the host township with a unique opportunity to showcase local community venues, artists and performers to a diverse range of residents and visitors. It also develops partnerships and connections within the local and broader community.

This Expression of Interest process is designed to support community groups in initially planning and bidding for the event. The successful application is required to further complete Council's events approval process which specifically addresses risk management and compliance issues relevant to the event.

Colac Otway groups that have the passion and drive to plan, organise and execute this event, in partnership with the Colac Otway Shire events team, are encouraged to apply to host the 2011 Australia Day celebrations.

**Expressions of Interest are to be submitted by 5pm
Friday 18 June 2010 to:**

Mr Rob Small, Chief Executive Officer
Colac Otway Shire
PO Box 283
Colac 3250

- Background
- Australia Day Components
- Submission Requirements
- Evaluation Criteria and Process
- Application Form

Previous Colac Otway Shire townships that have hosted Australia Day:
2009 - Forrest
2010 - Birregurra

Australia Day Components

Formal Australia Day activities for the Colac Otway Shire are coordinated by the Victorian Australia Day Committee which is part of the Department of Premier and Cabinet and supported by the Government of Victoria. The Victorian Committee is affiliated with the National Australia Day Council and part of its mission is to “promote the celebration of Australia Day for the purpose of developing national pride and spirit...”

The Colac Otway Shire Council Australia Day Advisory Committee supports Australia Day celebrations at a local level. The main functions of the Advisory Committee are to appraise nominations for Australia Day award recipients and evaluate applications for townships to host Australia Day celebrations and make recommendations to Council.

Australia Day celebrations include an official component comprising a flag raising ceremony, Australian national anthem, official speeches, citizenship ceremony and the presentation of the Australia Day awards. The official elements are planned and implemented by the Colac Otway Shire events team. The host community is encouraged to develop other celebratory activities around the general Australia Day concepts.

Community drive, passion and involvement are the most important attributes in deciding to plan Australia Day celebrations. Host towns are encouraged to be as innovative and imaginative as they wish in coming up with new ideas and approaches to create memorable activities that attract a diverse audience within the dedicated Australia Day project funds.

Over the past two years, the Colac Otway Shire has allocated a total budget of \$10,000 each year for the delivery of the event. This budget has covered activities provided free of charge to the general public such as face painting, jumping castle and musical entertainment. By way of example, in 2010 the Birregurra community group elected to provide activities such as markets, ‘free BBQ’ (sponsored by Colac Otway Shire), sheep shearing and working dog trail demonstrations with a local financial commitment of \$800 to the Australia Day celebrations. This amount does not factor the “in kind” time and contributions. It should also be noted that Council’s contribution is subject to budget approval however this guide provides an indication of the level of funding provided to this event.

The following table lists proposed allocation of some major responsibilities:

Colac Otway Shire to plan and implement:	Community Group/organisation to plan and implement:
<ul style="list-style-type: none"> • Official ceremony, including: Australia Day ambassador, all formal components, music and/or band, production e.g. sound systems • Provision of Australian flags and bunting for township decorations • Provision of Australian flags and bunting for official ceremony • Provision of Colac Otway Shire marquees, flags and banners • Courtesy Bus to and from the event • First Aid • Marketing of event- e.g. advertising and distribution of posters and flyers • Conduct Colac Otway Shire events approval process 	<ul style="list-style-type: none"> • Theme, for example: Australiana – bush theme, multicultural, ‘Aussie Icons’, pioneer /heritage • Activities, for example: face painting / balloon sculpture, jumping castle, markets, art exhibition (craft, paintings, photos), BBQ, parade, concert, musical performance / entertainment • Decoration of the official ceremony venue • Reception following the official ceremony e.g. Devonshire Tea • Invite host town shop owners to participate in decorating shop-fronts • Meet the terms of Colac Otway Shire Events Approval process

Expression of Interest Submission Requirements

An Expression of Interest to host the 2011 Colac Otway Shire Australia Day Celebrations must include the following components:

1. Completed 'Application Form' (see page 5)

Including names of people in key roles, involved in the preparation and running of the day.

2. A preliminary outline of:

- a. Proposed theme
- b. Proposed activities (including estimates of costs)
- c. Outline of management process (including a list of dates of scheduled group/organisation meetings)
- d. Brief outline of the proposed site and venue/s

3. A statement of anticipated community benefits from hosting this event.

The successful application is further required to be involved in the Colac Otway Shire Events Approval Process which addresses risk management and compliance issues specific to the event.

Further Information

For further details and information, please contact:

Anneli Frisk
Events Project Officer

Colac Otway Shire
PO Box 253
Colac 3250

Telephone: 5232 9523
Fax: 5232 1046
Email: anneli.frisk@colacotway.vic.gov.au

Evaluation Criteria and Process

Bids will be evaluated against the following criteria:

1. Expression of Interest must address the submission requirements outlined on page 3 and be accompanied by a completed application form (page 5).
2. Draft Program
 - outline of theme and proposed activities and venue/s with a demonstrated awareness and capacity to engage diverse audience groups
3. Creativity
 - appropriate and memorable proposed theme and attractive and varied program of proposed activities
4. Project Management
 - suitability of management arrangements to ensure productivity and efficiency and capacity to meet timeliness
5. Community Involvement
 - demonstrated strong community engagement, enthusiasm and support

Overall application will be scored as follows:

5	Exceeds the requirements	High Success
3	Meets the requirements	Moderate success
1	Below the requirements	Low success
0	Unable to rate	No success

Evaluation Process:

The Colac Otway Shire Australia Day Advisory Committee will evaluate all received Expression of Interest applications and make a recommendation to the Colac Otway Shire Council for endorsement as per the following key dates:

18 June 2010	Expression of Interests to be submitted
30 June 2010	Australia Day advisory Committee meet to evaluate and recommend township to Council
28 July 2010	Colac Otway Shire Council to decide on host township
30 July 2010	Successful group/organisation invited to host 2011 Australia Day celebrations

All Expression of Interest applicants will be notified in writing of the outcome of the evaluation process and of the selected township.

Application Form

Please return this application form together with your Expression Of Interest proposal.

Name of group/organisation: _____

Address: _____

Town: _____ Postcode: _____

Contact person's name:

Mr Mrs

Miss Ms _____

Position: _____

Postal Address: _____

Town: _____ Postcode: _____

Telephone (BH): _____ Telephone (AH): _____

Mobile: _____ Fax: _____

Email: _____

List of names in management group and people nominated for key roles on Australia Day:

Name:	Name:	Name:
Role: President	Role: Secretary	Role: Volunteer Coordinator
Name:	Name:	Name:
Role: Food/Market Stall Coordinator	Role: Scheduled Activities Coordinator	Role: Decorations/Hall Coordinator
Name:	Name:	Name:
Role: Photographer	Role:	Role:

Signed: _____

Name: _____ Date: _____

**Submit completed application form and all Expression of Interest
submission requirements by 5pm Friday 18 June 2010 to:**

Mr Rob Small, Chief Executive Officer

Colac Otway Shire

PO Box 283

Colac 3250

OM102804-5 REVIEW OF COUNCIL POLICIES

AUTHOR:	Colin Hayman	ENDORSED:	Rob Small
DEPARTMENT:	Corporate & Community Services	FILE REF:	GEN01688 Policies

Purpose

The purpose of this report is to present for Council's consideration the next batch of Council policies that have been revised and/or reviewed.

Declaration of Interests

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

Background

A Council Policy Manual has been in place for a number of years. A review of a number of policies has been undertaken.

The first stage of the process to review the policies was to forward to staff and managers copies of policies for them to make comment and/or changes where appropriate.

The current review has meant changes to all policies except the Cattle Grids policy which has recently been adopted by Council.

In a number of policies this relates to the change of wording with respect to the Council Plan 2009/2013.

Previous policies were adopted by Council at meetings held in October 2009, November 2009, December 2009 and January 2010. This is the next batch of policies to be reviewed consisting of 12 policies.

Council Plan / Other Strategies / Policy

This report is consistent with the Council Plan 2009/2013.

The Council Plan 2009/2013 under the key result area of Leadership and Governance has the following objective.

"Council will fulfil its leadership, statutory and legal obligations to its community and staff in a way that is fair, ethical, inclusive, sustainable, financially responsible and meets the needs and practical aspirations of current and future generations."

In the plan there is also a key action "Review of Council's Policies".

Issues / OptionsPolicy Manual

The Policy Manual currently contains 45 policies which are broken up into 16 categories.

For example:

- Communication/Information
- Rating
- Recreation and Culture

- Traffic/Road Management
- Governance

Current Review

All of the policies subject to this current review have been provided to Councillors and reviewed in a workshop.

Changes to Policies

The policies are being reviewed in batches. The following provides further information on the next group of policies.

Policy No 2.6 - Customer Service Policy/Guidelines

Summary of Changes

- Council Plan reference
- Other minor change

Policy No 4.1 - Hire of COPACC Policy

Summary of Changes

- Council Plan reference
- A number of other changes

Policy No 4.2 - Council Property Leasing Policy

Summary of Changes

The review policy replaces the current "Rental of Community Assets Policy". The policy has been changed throughout.

As the policy has been significantly revised and may impact on a number of organisations and individuals it is proposed that the policy is submitted for public consultation.

Policy No 5.1 - Community Bus Policy

Summary of Changes

- Council Plan reference
- Revised schedules
- A number of other changes

Policy No 13.1 – Closure of Unused Government Roads Licensing of an Unused Road or Water Frontage Policy

Summary of Changes

- Council Plan reference
- Matters to be taken into account has been changed to take into account land locked parcels of land
- A number of other changes

Policy No 13.3 - Display/Locate Sign/s and Goods on the Footpath/Road Reserve Policy

Summary of Changes

- Council Plan reference
- Other Minor changes

Policy No 13.4 – Installation and Usage of Stock Underpasses Policy

Summary of Changes

- Council Plan reference
- Replacing "cattle" with "stock"

Policy No 13.7 - Asset Management Policy

Summary of Changes

- Main changes included in section 6 "Roles and Responsibilities"

Policy No 13.8 – Heavy Vehicle Access Policy

Summary of Changes

- Council Plan reference
- Additional definitions

Policy No 13.9 – Event Road Closure Consultation and Communication Policy

Summary of Changes

- Council Plan reference
- Other minor changes

Policy No 18.3 – Whistleblowers Protection Act 2001

Summary of Changes

- Minor changes to set out eg capital letters

Policy No 7.3 – Risk Management Policy

The Risk Management Policy was recently adopted in December 2009.

At the suggestion of the Audit Committee a dot point under Section 7 Responsibility – Audit Committee has been changed from:

"Maintaining an efficient and effective external and internal audit processes."

to

"Seeking assurance of efficient and effective external and internal audit processes."

Proposal

It is proposed that Council adopts the following revised policy:

Policy No	Policy Name
2.6	Customer Service Policy/Guidelines
4.1	Hire of COPACC Policy
5.1	Community Bus Policy
7.3	Risk Management Policy
13.1	Closure of Unused Government Roads; Licensing of an Unused Road or Water Frontage Policy
13.3	Display/Locate Sign/s and Goods on the Footpath/Road Reserve Policy
13.4	Installation and Usage of Stock Underpasses Policy
13.7	Asset Management Policy
13.8	Heavy Vehicle Access Policy
13.9	Event Road Closure Consultation and Communication Policy
18.3	Whistleblower Protection Act 2001

and resolves to put Policy No 4.2 – Council Property Leasing Policy out for public consultation.

Financial and Other Resource Implications

There are no direct financial implications in relation to the adoption of the review of the Council policies.

Risk Management & Compliance Issues

The policies have been reviewed based on appropriate legislation.

Environmental and Climate Change Considerations

No environmental considerations are applicable.

Community Engagement

All of the policies have been through a comprehensive consultation process in their development.

All of the policies have been reviewed internally by Councillors and Executive. All policies have been provided to Councillors and reviewed at a workshop.

As the policies are revised policies, they are not required to go out for public consultation.

The Council Property Leasing Policy has been reviewed internally by Councillors and Executive. The policy was also forwarded to appropriate managers for comment.

It is proposed that the policy is put for public comment for a 6 week period.

Implementation

Once the policies are endorsed the policy manual will be revised. The various policies will also be available to the public via Council's website.

With respect to the Council Property Leasing Policy an advertisement will be placed in the local paper and a copy of the policy forwarded to lessees of Council facilities for comment.

Conclusion

A comprehensive review of Council policies is continuing. This is the next batch of policies to be reviewed.

Eleven policies are recommended for adoption and the Council Property Leasing Policy is recommended to be put out for public comment.

Attachments

1. Policy 2.6 Customer Service Policy/Guidelines
2. Policy 4.1 Hire of COPACC Policy
3. Policy 4.2 Council Property Leasing Policy
4. Policy 5.1 Community Bus Policy
5. Policy 7.3 Risk Management Policy
6. Policy 13.1 Closure of Unused Government Roads; Licensing of an Unused Road or Water Frontage Policy
7. Policy 13.3 Display/Locate Sign/s and Goods on the Footpath/Road Reserve Policy
8. Policy 13.4 Installation and Usage of Stock Underpasses Policy
9. Policy 13.7 Asset Management Policy
10. Policy 13.8 Heavy Vehicle Access Policy
11. Policy 13.9 Event Road Closure Consultation and Communication Policy
12. Policy 18.3 Whistleblowers Protection Act 2001 Procedure

Recommendation(s)**That Council:**

1. **Adopt the following revised policies:**
 - 2.6 **Customer Service Policy/Guidelines**
 - 4.1 **Hire of COPACC Policy**
 - 5.1 **Community Bus Policy**
 - 7.3 **Risk Management Policy**
 - 13.1 **Closure of Unused Government Roads; Licensing of an Unused Road or Water Frontage Policy**
 - 13.3 **Display/Locate Sign/s and Goods on the Footpath/Road Reserve Policy**
 - 13.4 **Installation and Usage of Stock Underpasses Policy**
 - 13.7 **Asset Management Policy**
 - 13.8 **Heavy Vehicle Access Policy**
 - 13.9 **Event Road Closure Consultation and Communication Policy**
 - 18.3 **Whistleblowers Protection Act 2001**
2. **Endorse the draft policy No 4.2 Council Property Leasing Policy for public comment. Public comments to be received until Friday 11 June 2010.**

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## **CUSTOMER SERVICE POLICY/GUIDELINES**

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**Policy No: 2.6**  
**Date Adopted: 25/11/08**  
**File No: GEN01688**  
**Revised:**

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1. PURPOSE

The purpose of this policy is to outline Council's approach to Customer Service.

Colac Otway Shire is committed to ensuring customers using Council facilities or services receive quality, efficient and responsive service through our Performance Standards.

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2. INTRODUCTION

Colac Otway Shire aims to work in a courteous, consistent, timely and fair manner and satisfy all reasonable requests from customers.

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The Customer Service Policy aims to provide a document for staff, councillors and customers alike regarding enquiries or complaints received by the Colac Otway Shire, and how they should be resolved.

All areas of the organisation are committed to being customer focussed and our working environment is based on respect for the individual and the community.

Councillors and staff are required to maintain the highest standards of conduct and abide by the Shire's vision, mission and values:

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Our Vision

Council will work together with our community to create a sustainable, vibrant future.

Our Mission

Council will work in partnership with our community and other organisations to provide:

- Effective leadership, governance and financial accountability
- Affordable and effective services
- An advocacy and engagement approach to sustainably grow our community

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 We will work in partnership with the community to achieve agreed goals.¶  
 ¶  
 Consultation¶  
 We will undertake genuine consultation on key issues as part of our decision-making processes to improve the quality, accountability and transparency of those decisions.¶  
 ¶  
 Service¶  
 We will provide a culture in which our services respond to community needs and aspirations.¶

Our Values

Council will achieve its Vision and Mission by acting with:

- Respect
- Integrity
- Goodwill
- Honesty
- Trust

Council's dual role as a service provider and a regulatory body can create situations where not all customer requests can be met. However, Council has an obligation to provide customers with an accessible, fair and equitable mechanism to access services, make service requests and obtain assistance. The establishment of a standardised, courteous and professional approach to the management of customer contact, in conjunction with clear policies and procedures, will facilitate the achievement of Council's obligation to its customers. This will enhance Council's image and provide customers with a positive experience of Council.

2.1 Definition of Customers

For the purpose of this policy, customers include individuals and organisations to whom Council provides service. Customers include ratepayers, residents, asset users, daily visitors as well as people passing through the Colac Otway local government area en route to another destination. Internal customers include other Council Departments and members of staff.

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**3. SCOPE OF THE POLICY**

This policy applies to all Council staff and Councillors, contractors, consultants, work placement students and volunteers who deal with customers of Colac Otway Shire.

All Council staff and Councillors provide service to Council's customers either directly or indirectly.

All Council staff and Councillors must strive to meet the needs of our customers in a professional and ethical manner with courteous and efficient service. Staff and Councillors will:

- Act impartially and actively listen to other people's views, seek advice from a range of sources before forming opinions, making decisions or taking actions
- Treat all people with courtesy and respect even when disagreeing with their views and recognise there are legitimate differences in opinions, race, culture, religion, language, sexuality, gender and abilities and act to prevent offence or embarrassment being caused
- Act in the interest of the Colac Otway Shire community as a whole
- Take personal responsibility for decisions, actions and behaviours
- Exercise all reasonable care and diligence in performing the responsibilities and functions of a Colac Otway Shire employee/councillor.

Further, in conducting our business we will:

- act with integrity and honesty
- be customer-focused
- deliver 'value for money' services in a professional manner
- be innovative, with a focus on performance, outcomes and excellence
- be environmentally responsible
- be effective and open in our communication

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**4. WHAT IS CUSTOMER SERVICE?**

Customer service refers to the interaction between internal staff, councillors, interaction between agencies and those in the community who want or need a product or service from the Colac Otway Shire. Such contact can take a variety of forms including personal or telephone communication, media messages, forms and publications.

Quality customer services is defined as the provision of service which meets customer needs and expectations on the aspects of service which matter most to the customers, within the framework of legislation, policy and budget.

**5. PERFORMANCE STANDARDS**

To achieve Council's Service value, Performance Standards have been developed to ensure consistency and quality in presentation and responsiveness to meet our customer's expectations, and accessibility to information:

1. Customer Interaction
2. Request Handling
3. Corporate Image
4. Information Management

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These Performance Standards will guide our overall organisational customer focus however, Business Units may adopt site-specific standards to assist them to meet their particular customer expectations within their resources. These must be in line with the standards and the Shire values.

A copy of the standards are attached at Appendix 1 of this document. They contain an explanation of the Performance Standards, how they are going to be measured and what actions can be taken to improve the overall organisational targets.

The Performance Standards are monitored and measured through the following mechanisms:

- The Annual Customer Satisfaction Survey (co-ordinated by the Office of Local Government) indicator for Council's interaction and responsiveness in dealing with the public.
- Performance Management process (PES).
- Colac Otway Requests System (MERIT).
- Regular reviews by individual Business Unit Team Leaders and Managers.
- Feedback Sheets for Customer Interaction.

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**6. GUIDING PRINCIPLES OF SERVICE PROVISION**

The standards our customers have a right to expect:

At all times Council aims to:

- listen to what you say
- be approachable and professional
- treat customers courteously and with respect
- address you by your name when we know it
- give officer identification when talking to customers
- follow up on service commitments that we make to you
- respond as quickly and efficiently as possible to service requests and service complaints
- be punctual for meetings and appointments
- treat customer's personal information with confidentiality
- be factual and accurate in the information provided.

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**7. TYPES OF CUSTOMER SERVICES**

Customers contact Council for a wide variety of issues ranging from enquiries and requests for information or advice, to the provision of direct services, i.e., Development Applications, Dog Registrations, etc.

*(1) Telephone Calls*

Council recognises the importance of telephone calls and will answer all calls promptly and efficiently, referring calls to the appropriate officer quickly and providing clear and concise information in response to caller enquiries. Council endeavours to:

- Advise all callers of the name of the person answering the call, or making the call where it is outgoing from Council
- Deal with the call, redirect the call or take a clear message from the caller as required
- Ensure all messages include details of the caller's name, contact number and message as well as details of who took the message and when
- When calls cannot be fully responded to immediately, give clear advice to the caller about when the caller can expect a response
- Put calls on hold for the minimum amount of time possible
- Speak clearly, deal with customers calmly, courteously and patiently, even when the callers are angry, aggressive or distressed
- Answer unattended telephones in the absence of staff in the particular section/department whenever practical.

Telephone protocols have been developed which provide basic guidelines for staff in terms of managing telephone calls and establishes some standards and practices with the use of technical features of telephone services. It aims to ensure that telephones are answered in a welcoming, consistent and informative manner that gives a positive and professional impression of the Shire.

A copy of the Telephone Protocols is attached at Appendix 2 of this policy.

(2) *Written*

Council recognises the importance of correspondence (letters, facsimiles and email messages) and will provide clear and concise responses promptly. Council endeavours to:

- Provide a response to all matters in line with the Request Handling Performance Standard
- Ensure that all outward correspondence includes the name and contact details of the officer dealing with the matter and Council's file reference
- Use language that is clear and concise
- Provide documentation in a larger font on request.

Colac Otway Shire style guidelines provide further information on communications on behalf of the organisation.

(3) *Face to Face*

Council recognises the need to promptly serve members of the public who come to Council to seek information or transact business. Council will endeavour to have officers available to the public during office hours and at designated times. Council endeavours to:

- Make staff available for interviews by prior arrangement
- Attend to members of the public at the customer service help desks in a professional and helpful manner
- Promptly advise staff if there is a member of the public in the reception area for an appointment
- Provide a full range of information for public inspection in customer service areas
- Speak clearly and deal with visitors calmly, courteously and patiently, even when visitors are angry, aggressive or distressed
- Make appointments to visit a customer external to Council's facilities. At the beginning of any Council visit, staff or Councillors must clearly identify themselves and the purpose of the visit
- Ensure that all relevant staff are present to address each matter appropriately.

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**8. RECORDING AND FOLLOWING THROUGH ON REQUESTS**

Colac Otway Shire has a Customer Request Management System (MERIT) which is used to record internal and external customer requests and complaints.

All requests are directed to the relevant department for a response and actions taken are recorded. Timelines for resolving responses are set and adherence to the timelines are monitored.

The system has many benefits including:

- A record of all customer requests.
- Enables the quality of the response to be monitored through reporting and escalation processes.
- Produces quality reports for senior management.
- Facilitates the identification of patterns and trends for the purposes of service improvement and planning.

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**9. HOW STAFF ARE SUPPORTED TO PROVIDE CUSTOMER SERVICES**

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In order to meet the objectives of the Customer Service Policy, organisational resources have been provided in the areas of training and induction programs, telephone facilities, monitoring systems, accessibility and maintenance of Council information, survey and feedback mechanisms.

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**10. DEALING WITH DIFFICULT CUSTOMER BEHAVIOUR**

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Council staff and Councillors aim to treat customers with courtesy and respect at all times and to make every reasonable effort to address the customer's needs even when s/he is rude or difficult. Customers are also expected to treat Council staff and Councillors with respect and courtesy. It is certain however, that whatever standard of professional and positive customer service Council achieves, there will always be a small percentage of customers whose issues cannot be dealt with to their satisfaction.

This may be due to refusal by the customer to accept a Council decision, demands placed on Council which are not within our scope or resources to meet, or a level of rudeness or aggression shown to staff or a councillor by the customer that makes it unsafe or unreasonable to proceed.

In these situations Colac Otway Shire will take steps to ensure our staff's health, safety and wellbeing is protected.

**10.1 Definitions**

**Difficult customer behaviours:** Rude, abusive or aggressive behaviour may include rude or otherwise vulgar noises, expressions or gestures, verbal abuse either of a personal or general nature, intimidating, threatening or offensive behaviour, physical violence against property or physical violence against a person.

**Customers who cannot be satisfied and/or who constantly raise the same issue with different staff:** may include any person or groups who do not accept that Council is unable to assist them, provide any further assistance or level of service than has been provided already and/or disagree with the action Council has taken in relation to their complaint or concern and who continue to make representations to staff insisting, demanding action/attention/resolution to their matter.

**Customers who make unreasonable demands:** Customers who make unreasonable demands include any person whose demands on Council start to significantly and unreasonably divert Council's resources away from core functions or create an inequitable allocation of resources to other customers. Such demands may result from the amount of information requested, the nature or scale of services sought or the number of approaches seeking information, assistance or service.

**10.2 Procedure for Dealing with Difficult Customer Behaviours**

**Rights and responsibilities**

If, in any interaction with a customer over the phone or in person a staff member or a councillor feels uncomfortable due to the hostile or volatile nature of the customer, it is appropriate that the call/interaction is terminated by doing one of the following:

- Advise the person that *"I can not help you and will get someone else to ..."*
- If they are swearing, abusive or threatening advise the person that *"I would like to assist you and will do so if you refrain from using inappropriate language, but I am unable to assist you if you continue to behave in this manner. I will ask my Manager/Coordinator to come and assist you"* ; and
- If appropriate introduce a third person into the interaction.

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If the behaviour continues advise the customer *"I am unable to help you and I am terminating the call/meeting"*. If necessary the staff member should either hang up or leave the room and move to another safe area to ensure personal safety.

Where a conversation or interview is terminated or if a staff member or councillor is verbally or physically abused, the staff member must then immediately inform his/her Manager or the CEO of the incident and complete an incident report. The matter will then be discussed to determine what action, if any should be taken with respect to the customer's behaviour. If necessary a meeting should be arranged with the Councillor, relevant staff, their Manager and General Manager to discuss the details of the situation.

If a staff member is observed or heard to be involved in a difficult interaction with a customer, other staff are expected to provide assistance or immediately seek assistance from another staff member. Assistance may be provided simply by being present during the interaction.

Staff are encouraged to talk to and seek advice from their Manager regarding dealing with difficult customers.

Council will provide training on dealing with difficult people following an assessment of Organisation Development requirements/needs.

### 10.3 Management responsibilities

Where the General Manager/Manager is satisfied that every effort has been made by staff to address a customer's needs, he/she may make a decision that there is no reasonable prospect of reaching a position where a particular customer is satisfied with Council's actions and service. In such a case the General Manager may make a decision to stop or limit responses to the customer in relation to the issue in question and/or further interactions with the customer.

This may include:

- Refusal to accept telephone calls or make appointments with the customer
- A request that all future communication be in writing
- Provision of responses to queries
- Information requests only where a new issue has been presented
- Identification of a single staff member as contact person through whom all communication must occur.

Where such a decision has been made the General Manager will communicate the decision in writing to the customer and ensure the customer is given the opportunity to make representation or appeal to the Chief Executive Officer about the proposed course of action.

The Chief Executive Officer will advise the Mayor/Councillors of any correspondence issued in relation to such a decision.

The General Manager/Manager will ensure that relevant staff including the Customer Services Unit are advised of any decisions/actions

Customer Services are to be provided with a standard response: *"Thank you for calling, however as you have been previously advised, you are required to put all your requests in writing addressed to the Chief Executive Officer Colac Otway Shire."*

The General Manager/Manager in consultation with relevant staff will continue to monitor any further contact with the customer over the issue and the above directions be amended as appropriate.

The General Manager/Manager shall advise the Organisational Support & Development Unit of situations referred to in this policy. As appropriate the Organisational Support & Development Unit shall arrange appropriate support services for staff.

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**10.4 General responsibilities**

In all of the situations referred to, adequate documentary records, incident reports etc must be made and maintained on the appropriate Council file.

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**11. RESPONSIBILITY/ACCOUNTABILITY**

11.1 One of the key functions for the organisation is to create a customer-focused environment.

It is important that all staff in the organisation know the Shire's Vision, Mission and Values.

Deleted: own the Shire's values.

**Our Vision**

Council will work together with our community to create a sustainable, vibrant future.

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**Our Mission**

Council will work in partnership with our community and other organisations to provide:

- Effective leadership, governance and financial accountability
- Affordable and effective services
- An advocacy and engagement approach to sustainably grow our community

Deleted: <#>Partnership¶

We will work in partnership with the community to achieve agreed goals.¶

¶

<#>Consultation¶

We will undertake genuine consultation on key issues as part of our decision-making processes to improve the quality, accountability and transparency of those decisions.¶

¶

<#>Service¶

We will provide a culture in which our services respond to community needs and aspirations.¶

**Our Values**

Council will achieve its Vision and Mission by acting with:

- Respect
- Integrity
- Goodwill
- Honesty
- Trust

Creating a customer service environment is integral to the business of the Colac Otway Shire.

In a customer service organisation everyone, not just customer service staff need to be focused on the customer as everyone is part of the customer service chain.

11.2 Everyone who acts on behalf of the Colac Otway Shire is:

- *accountable for the quality of the service they deliver*
- *responsible for identifying and reporting any impediments to delivery of good customer service.*

11.3 **General Managers** are accountable for ensuring consistently high levels of customer service in their Departments.

*Management is responsible for acting upon any identified impediments to the delivery of good customer service.*

11.4 The **Organisation, Support and Development Department** is responsible for arranging any training and/or coaching on customer service and communication skills.

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**12. REPORTING AND COMMUNICATION**

Council will communicate outcomes of our performance to Staff, Councillors and the Community through the Annual Report.

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**13. BREACH OF POLICY**

| Non-compliance with this policy will be determined through individual staff performance management. Deleted: .

| Opportunity for re-training made available if required. Deleted: ¶

**14. RELATED POLICIES/PROCEDURES/GUIDELINES**

- Performance Management System
- Colac Otway Shire Style Guidelines
- Council Code of Conduct
- Staff Code of Conduct

| Deleted: <#>Colac Otway Shire Service Charter¶

**15. POLICY IMPLEMENTATION**

| All staff will be responsible for implementing this policy. Managers and Supervisors will be responsible for monitoring their staff through the Performance Management System and contractors through contract monitoring processes. Deleted: ¶

**16. ATTACHMENTS/APPENDIX**

- | APPENDIX 1 \_\_- Performance Standards
- APPENDIX 2 - Telephone Protocols

**APPENDIX 1 -- CUSTOMER SERVICE PERFORMANCE STANDARDS****Introduction**

One of Colac Otway Shire's organisational values is Service and a key objective is to ensure all staff are committed to being customer focused and embrace the Customer Service Performance Standards. These Performance Standards will ensure consistency and quality in our presentation, responsiveness to meet our customer's expectations, and accessibility to information.

In June 2004, a staff committee reviewed the current performance standards and integrated them into four organisational customer service responsibilities:-

1. Customer Interaction
2. Request Handling
3. Corporate Image
4. Information Management

These Performance Standards will guide our overall organisational customer service focus. Business Units may adopt site-specific standards to assist them to meet their particular customer expectations within their resources. These must be in line with the standards and the Shire's values.

Customer Service training and refresher courses will be made available to all staff annually or as required to ensure consistent standard of service delivery.

Customer Satisfaction is independently measured on an annual basis on all Councils throughout Victoria.

MERIT includes ongoing and agreed time lines for responses against each category and outstanding requests are monitored on a regular basis.

The Organisation recognises staff who comply with criteria set out in the Performance Standards through the Performance Management process. Council further recognises excellence in Customer Service through Reward & Recognition programs.

This document contains an explanation of the Performance Standards, how they are going to be measured and what actions staff can take to improve the overall organisational targets.



### 1. Customer Interaction

#### Performance Standard Objective

To guide the way we interact with internal and external customers directly by telephone or personal contact.

#### Criteria

##### Telephone Interaction

- All telephone calls will be answered within 3 rings where possible.
- Council staff will identify themselves to callers, being courteous and professional at all times (*Refer to Appendix 2 – Telephone Protocols*).
- Telephone messages will be returned within 24 hours, wherever possible.
- Staff should answer other staff members' phones in their common group in their absence and assist the caller or take a message and record on MERIT.
- Where staff have use of a dedicated mobile phone, their office phone should be diverted to their mobile phone or message bank for short term absences.

##### Customer Contact

- When visiting Council premises, customers will be attended to without delay in a friendly, courteous, helpful and professional manner.
- Use the customer's name to help build rapport and diffuse tense situations.
- Show empathy and acknowledge the customer's concerns.
- Actively listen, take notes and tell the customer what you are going to do, and when they can expect a response. Be realistic, "only promise what you can deliver".
- Do not take comments personally – sometimes people may be angry at the system – not you personally.
- Do not argue or enter into dispute – remain calm, objective and professional.
- Do not blame other people, units or the customer.
- Staff will take responsibility for finding a resolution to the customers' enquiry and ensure the customer has a contact name for follow up.
- Staff will be responsive to requests for information.
- Staff will arrive on time for meetings and appointments.
- When absent, staff will use appropriate mechanisms to advise other staff when they will be available.
- Where a record of conversation form is used, staff are to ensure that it is filed electronically in the Library system.

#### How Performance Standards will be Measured

By the Annual Customer Satisfaction rating for Council's interaction and responsiveness in dealing with the public. Customers are asked to rank Council's performance in the way they were treated with things like ease of contact, helpfulness and ability of staff, speed of response, and attitude. (Survey coordinated by the Office of Local Government).

Performance will also be measured through the organisation's Performance Management process.

#### How Staff can improve their Performance

- Answer and return telephone calls promptly and identify yourself and the organisation.
- Treat all customers consistently and use a professional and friendly manner.
- Use Absence Text on your office phone indicating time/date of your return, or use message bank facilities during absences.
- Divert your phone to another staff member when you are on annual leave or away for a period of time longer than one day.

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Policy No 2.6  
Customer Service Policy/Guideline

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- Take messages for other staff in your common group and record on MERIT.
- Attend to all customers promptly.
- Provide timely, useful and accurate information.
- Listen to the customer's concerns.
- Be aware of the Dealing with Difficult Customer Behaviour clause in the Customer Services Policy.

## 2. Request Handling

### Performance Standard Objective

To guide the way we deal with and respond to internal and external requests, and action items arising from meetings.

Our aims are to:

- Provide an easy mechanism through which a customer or staff member can make a request.
- Recognise the community and staff have a right to make a request and that this should be seen as a positive and constructive process.
- Ensure that staff are committed to responding to the requests of other staff members, our customers, the Council and the wider community.
- Ensure all internal and external requests, including action items from minutes are entered in MERIT and are acted upon within designated timeframes.

### Criteria

- Staff who handle requests, either in writing, over the telephone, or face-to-face, which require any further action should enter the request into the MERIT System so that the requests can be recorded and tracked.
- When you are absent for extended periods, ensure your MERIT requests are actioned by another officer.
- Discretion is to be used as to whether the customer is asked to put a request in writing.
- Take personal responsibility for the request and provide a contact name for follow up.
- Requests for information should be distributed within 1 working day of the request.
- Attempt to resolve the request at the time. It is acknowledged that many requests take time to resolve. If it is not possible to deal with the request immediately, make a commitment to resolve the matter within a timeframe that is realistic and agreed with the customer. Note the expected completion times are programmed into the MERIT system.
- Give the customer options to consider when negotiating a resolution to a request.
- Once resolved, and if appropriate, confirm in writing what the resolution is. If any actions are required, make sure you complete them.
- Conclude or complete a verbal or written enquiry or request by thanking the customer.
- Regularly inform the customer on the progress of matters that cannot be resolved in a given short time frame.
- If a request is received by letter, it may be appropriate to call the person involved to find out more information or to advise that the matter is being investigated.
- If the customer is still not happy at the end of the process, explain that you will refer it to your Team Leader/Manager/ General Manager. Prior to briefing your Manager ensure that MERIT is updated with the latest information.

### How Performance Standards will be measured

- Executive and Managers will regularly monitor outstanding requests through reports generated from MERIT.
- By the Annual Customer Satisfaction rating for Council's interaction and responsiveness in dealing with the public. Customers are asked to rank Council's performance in the way they were treated with things like ease of contact, helpfulness and ability of staff, speed of response, and attitude. (Survey co-ordinated by the Office of Local Government).
- Performance will also be measured through the organisation's Performance Management process.

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#### **How Staff can Improve their Performance**

- Recognise that requests can provide constructive information through which we can improve our service and performance.
- Listen, remain calm and professional and always treat the customer with respect.
- Take responsibility for resolving the request, including finding information from other work areas.
- Negotiate with the customer to provide a response within an agreed timeframe.
- Keep the customer informed of progress if a matter takes some time to resolve.
- Log all customer requests which require any further action on MERIT.
- Log all actions from minutes on MERIT.
- Ensure you check your MERIT requests regularly and respond to requests within the agreed timeframes as stated in the MERIT system.

### 3. Corporate Image

**Performance Standard Objective**

To present a professional approach when interacting with our customers both in person, over the telephone and through written correspondence; and to ensure the clean, tidy and neat image of our Customer Service areas.

**Criteria**

**Presentation**

- Ensure all areas especially areas in public view are clean, tidy and professionally presented.
- Staff will present a professional image in appearance (full uniform where required) and have a high standard of personal presentation (well groomed).
- Staff will wear Council name badges or identification when dealing with external customers or when representing Council.
- No food, drink (other than water) or chewing gum will be consumed by staff in Customer Service or areas in public view.
- All signage on walls to be professionally presented.
- Conference/meeting rooms and Staff rooms are to be left in a neat and tidy manner by users, including ensuring all food and drink is removed.

**Written Correspondence, Agendas & Minutes**

- Standard templates and Corporate Style Guidelines will be used for all correspondence, agendas and minutes.
- When preparing correspondence, all staff will ensure:
- layout complies with Corporate Style Guidelines
  - contact name and phone number is provided
  - a professional and personal tone is used
  - the correct greeting is used
  - letters are signed
  - correspondence is free of spelling, grammatical and typing errors
  - all attachments are enclosed
  - "With Compliments" slips are attached when appropriate
  - envelopes are addressed correctly and typed
  - Corporate forms should be printed on Corporate Form paper (available from DMS).

**How Performance Standards will be Measured**

Customer Service staff will regularly ensure that public areas are clean, tidy and neat and information brochures and documents are up to date. Team Leaders and Managers will also monitor staff presentation to ensure a professional image is conveyed to our customers.

It is essential that correspondence is written in a professional and accurate manner following the criteria set out above. Executive and Managers will monitor response times to written requests using reports generated through the MERIT system.

Every quarter, Document Management Services Business Unit will review random items of outgoing correspondence for compliance with the Corporate Style Guidelines, template used, spelling/grammar checked, envelopes typed, letters signed and copy filed in Teamware Library (to be further discussed).

Performance will also be measured through the organisation's Performance Management process.

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#### **How Staff can Improve their Performance**

- Ensure all areas have a clean, tidy and professional appearance.
- Ensure work areas and meeting rooms are kept tidy and clear of clutter.
- Attend to all customers promptly and present a friendly and professional approach when dealing with customers.
- Staff members are appropriately presented with name badge or identification.
- Provide timely useful information.
- Use Microsoft Word templates and Corporate Style Guidelines to guide layout, font size, text, addressing etc.
- Use a professional and personal tone of writing.
- Use spell check and proof read all outgoing correspondence.
- Ensure attachments are enclosed with correspondence.
- Make sure all envelopes are correctly addressed and typed (either directly or using labels).
- Make sure all written requests are responded to within specified timeframe.
- When you are away for extended periods ensure your MERIT requests are actioned by another officer.

#### 4. Information Management

##### Performance Standard Objective

To ensure our customers have access to relevant and accurate Council information and services.

##### Criteria

- Ensure the most relevant media is used to inform our customers through advertising, media releases and news columns.
- Ensure that web site and intranet information is up to date, relevant and accurate.
- Ensure brochures, directories, public documents and other publications are available from our Customer Service Centres in Colac and Apollo Bay and available via the Internet.
- Inform our customers of Council's performance through our Annual Report.
- Circulate information to new residents through our New Residents Kit.
- Incoming information will be managed and distributed daily.
- Ensure accurate and complete information is maintained in the Teamware Library system, Corporate Library and hardcopy files.
- Ensure information contained within the Colac Otway Shire Databases is maintained.
- Ensure the organisation's induction program is made available to all new staff.
- Ensure an induction program is made available to staff who transfer within the organisation.

##### How Performance Standards will be Measured

The Public Relations Co-ordinator will conduct quarterly audits of website and intranet information to ensure information is up to date, relevant and accurate. All Business Units are responsible for ensuring their information is correct and up to date.

The Public Relations Co-ordinator will regularly review brochures, directories, public documents, New Residents Kit and other publications to ensure availability, relevance and accuracy.

The Annual Report will be made available to our customers and residents.

Document Management Services Business Unit will conduct quarterly reviews to ensure staff are using Teamware Library effectively.

Performance will also be measured through the organisation's Performance Management process.

##### How Staff can improve their Performance

- Regularly review relevant web site and intranet pages and provide up to date, relevant and accurate information to the Public Relations Co-ordinator.
- Provide the Public Relations Co-ordinator with information to be included in media, brochures, public documents and other relevant publications.
- Contribute information to Council's Annual Report.
- Participate in training and refresher workshops on Teamware Library system.
- Ensure all relevant incoming and outgoing corporate documents, correspondence, faxes, e-mails and information are stored in the Teamware Library system.

**APPENDIX 2 - TELEPHONE PROTOCOLS****Section 1: PURPOSE**

- (1) Colac Otway Shire staff make and receive many telephone calls each day. Telephone contact is one of the most important communication points for the Shire.
- (2) These protocols present basic guidelines for staff in terms of managing telephone calls and establishes some standards and practices with the use of technical features of telephone services. It aims to ensure that telephones are answered in a welcoming, consistent and informative manner that gives a positive and professional impression of the Shire.
- (3 ) To improve staff professionalism when managing customer enquiries over the telephone and to minimise the time taken to respond to and conclude an enquiry to the customer's satisfaction.

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**Section 2: POLICY STATEMENT**

- (4) The Shire's policy is to answer all telephone calls in a welcoming and professional manner that conveys confidence to the caller that their enquiry is valued and that they will be acknowledged and responded to within a stipulated timeframe.



**Part A – Telephone Answering Protocols****Initial Answering**

- (5) It is important that telephones are answered within three rings and that when you answer an external call you should welcome the caller using the following phrase "Good morning/afternoon, Colac Otway Shire, this is (first name)". A professional manner and friendly tone of voice should be demonstrated.
- (6) Telephones should not be left to ring out. Where a telephone is unattended, arrangements should be made with other staff or call forwarding.

**Placing a Call on Hold**

- (7) Always ask the customer's permission to put them on hold and thank them for waiting. Make sure you get back to the caller every 30 seconds and ensure the caller is to be placed on hold for no longer than 2 minutes. The hold or "park" facility on phones will ensure the customer can not hear any office noise.

**Transferring a Call**

- (8) Always ask the customer's permission to transfer them to the appropriate officer. The customer should be advised who they are being transferred to and the area/department. Always advise the person you are transferring the call to of the caller's name and the nature of their enquiry to allow the staff member to be prepared. If the officer is absent from their phone/office, advise the caller "**they are unavailable**" and offer to take a message or transfer to another staff member.

The officer is not "out to lunch", "on their RDO", "not here right now" or "around somewhere".

Customers should not be transferred more than once wherever possible.

**Forwarding/Diversion of Calls**

- (9) All telephones have the capacity to redirect an incoming call to another telephone. Where calls are being intentionally forwarded to another staff member, the name of the staff member and their number should be provided to the caller. Calls should be diverted to another staff member within the particular department wherever possible.
- (10) Calls should not be transferred more than once but if a staff member receives a call that has come to them in error and it is obvious that the caller has been transferred more than once then the staff member should take down the details and get an appropriate staff member of the Shire to return the call. The only exception to this should be where the recipient of the call can make direct and immediate contact with the correct staff member and there is certainty that the call will not have to be transferred again. Calls should not simply be redirected to reception.
- (11) Where a staff member is away from their workplace and in appropriate circumstances needs to use call forwarding, it is essential that the person to receive the calls is aware of that and is available and willing to take the calls.
- (12) Call forwarding to mobile telephones may be appropriate in particular circumstances and decisions need to be taken having regard to the needs, balanced against the cost to the Shire. The forwarding of telephone calls to mobile phones is a more expensive option and should be avoided where possible.
- (13) If calls are forwarded to the Customer Service Unit, staff are to ensure that the Absence Text option is also used.

**Answering of Other Staff Phones**

- (14) The telephone system is set up in such a way that common groups have the ability to answer each others phone easily and simply. People in the differing groups should answer calls in their own areas. If a phone call is not answered it will direct to the Customer Services Unit who will take a message and submit a MERIT request.

Staff should use the Absence Text option on their phone to let internal callers know details of their absence ie. when they will return or that they are away for the day etc.

It is ineffective to answer a telephone call in an area that you do not work unless your desk is close to another area and you have a good understanding of issues. It is more effective to allow the call to transfer to customer services who will then take the message and submit a MERIT request.

**Ending a Call**

- (15) Always thank the customer for calling and finish the call on a positive note. For external calls allow the customer to hang up first.

**Returning a Call**

- (16) All calls should be returned within 24 hours wherever possible.

**Absence Text**

- (17) In your absence, your phone must be diverted to another staff member or your mobile number (for short term absences) and enter a time/date text message advising when you will be returning on your office phone.

A time/date message allows staff to look at your phone or to ring your line and see when you are returning.

**Mobile Phone Message Bank**

- (18) It is your responsibility to ensure that your message bank facility is set up with a message similar to the following:  
*"Thank you for calling (your full name) of the Colac Otway Shire. I am unable to take your call at the moment. Please leave a message after the tone and I will return your call as soon as possible."*

**Part B – Role of Customer Services/Reception**

- (19) Customer Services/Reception operates the general Shire telephone number 03 5232 9400. The role of Customer Services/Reception is to answer incoming calls to the Shire in a positive and informative manner and refer them to the appropriate units within the Council. The Customer Services Unit assists both external callers and Shire staff with their general telephone enquiries.
- (20) To undertake its role effectively the Customer Services Unit must be advised where there are significant changes or disruptions to unit telephones. For example where the entire staff of a unit will be away from their area (eg training, meeting) it is essential that customer services be notified in advance. Also where a special interest issue has arisen that is likely to prompt increased calls to the Shire, the Customer Services Unit should be briefed on the appropriate forwarding of the calls and advised of relevant information to provide to customers.

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**Part C – Responsibilities of Supervisors and Staff**

- (21) Managers/Supervisors are responsible for ensuring that all staff who have significant telephone answering duties attend training as required and are aware of the telephone procedures.
- (22) Managers/Supervisors need to ensure that callers are managed in a professional and informed way.
- (23) Managers/Supervisors are responsible for ensuring that their units have in place procedures to manage calls, particularly where staff are absent from the workplace.
- (24) Managers/Supervisors and individual staff members have a responsibility to ensure that the Customer Services Unit are advised where the staff phone list is not up to date.
- (25) In terms of use of Shire telephones for personal purposes, staff should adhere to the principles outlined in the Code of Conduct and also in the Telephony Policy (Operational).

**Part D – Mobile Telephones**

- (26) Approved staff are provided with mobile telephones by the Shire. Criteria and usage of mobile telephones are provided in the Telephony Operational Policy.

**Part E – How Staff Can Improve their Performance – Summary**

- (27)
- Answer and return telephone calls promptly and identify yourself and the organisation.
  - Treat all customers consistently and use a professional and friendly manner.
  - Use absence text on your office phone indicating time/date of your return or use voicemail or message bank facilities during absences.
  - Divert your phone to another staff member when you are on annual leave or away for a period of time longer than one day.
  - Take messages for other staff in your area and record in MERIT where appropriate.
  - Attend to all customers promptly.
  - Provide timely, useful and accurate information.
  - Listen to the customer's concerns.
  - Staff to respond to being paged in less than 1 minute.
  - Phone calls are returned within timeframe agreed with customer.
  - Improve in the way you deal with "difficult" customers.





# HIRE OF COPACC POLICY

COLAC OTWAY PERFORMING ARTS & CULTURAL CENTRE

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Policy No: 4.1

Date Adopted: 24/5/2006

File No: GEN01688

Revised:

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Deleted: 13/12/00

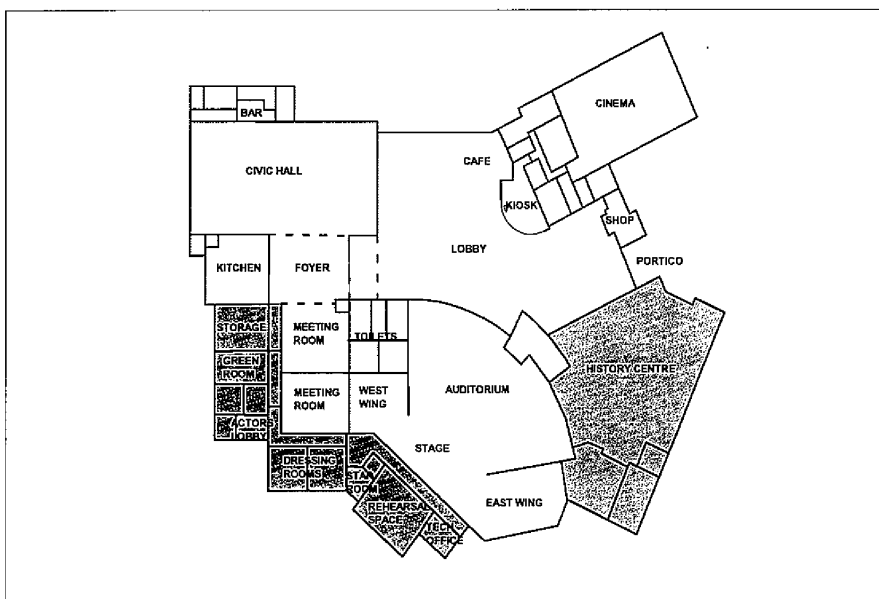
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**1. INTRODUCTION**

COPACC is located on the corner of Gellibrand and Rae Streets, Colac. Deleted: at 99

COPACC is a quality entertainment and performing arts venue owned and operated by the Colac Otway Shire.

The COPACC building comprises a large Foyer, Cinema, Auditorium/Theatre and back stage facilities, History Room, Civic Hall (including portable stage and change rooms), Meeting Rooms, and commercial Kitchen. Parking areas are available for Civic Hall users in Gellibrand and Rae Streets, Colac. Deleted: Rehearsal Rooms



Date Adopted: 24/5/06  
File No. GEN01688

Page 2 of 6  
Revised:

Deleted: 13/12/00  
Deleted: 24/5/06

Policy No: 4.1  
Hire of COPACC Policy

**2. RELATIONSHIP WITH COUNCIL PLAN**

~~The Council Plan under the key result area of Community Health and Wellbeing has the following objective:  
"Council will promote community health and wellbeing in partnership with other health services. Through a partnership approach, Council will provide a broad range of customer focused health, recreational, cultural and community amenities, services and facilities."~~

**Deleted:** The Colac Otway Shire's Council Plan highlights under the community priority – financial sustainability "Optimise the effectiveness and work towards the minimization of the Council subsidy for the Bluewater Fitness Centre, Colac Otway Performing Arts and Cultural Centre and Visitor Information Centre.

**3. POLICY**

It is Council policy to ensure that the Colac Otway Performing Arts and Cultural Centre (COPACC) is available for hire by its residents and the broader community subject to the following conditions.

**Deleted:** User Pays charges are set for the hire of areas within COPACC and allows for a quality facility to be accessed by its users.}}

**3.1 COST OF HIRE**

User fees for the hire of COPACC including the Civic Hall are set by Council as part of its annual budget process.

**3.2 COMPULSORY CONDITIONS OF HIRE**

1. ~~An Application form must be completed before any COPACC booking is confirmed.~~
2. A Code of Conduct will apply to all persons hiring or seeking to hire COPACC facilities (SEE 3.16).
3. ~~Separate charges apply for rehearsal and set up bookings for the Civic Hall or Auditorium.~~
4. Some equipment can be hired from COPACC for use in the Centre and a separate fee applies.
5. A Deposit is required for the Civic Hall and prior to the booking being confirmed.
6. ~~Smoking is not permitted within COPACC at any time.~~
7. All applicants to hire must provide identification that they are over the age of 18 years.
8. During a function all EXIT doors must be kept unlocked and ready for use as escape doors in case of fire.
9. No liquor in barrels will be permitted on the floor section of the Foyer, Auditorium, Civic Hall, History Centre, back stage areas or Meeting Rooms. Liquor may only be served from behind the bar.
10. A "liquor permit" is required for any function at which liquor is supplied by Organisers/Club/Host etc. for a charge, whether separate or included in the admission charge.
11. The Building Code of Australia sets out requirements for a maximum number of persons that can be accommodated within the Centre, this condition must be met.
12. Seating and table requirements etc. must be supplied to Operations Officer at least 48 hours prior to function.
13. The hirer will be responsible for the good order of the Centre and environs, setting up of table and chairs and the orderly conduct of their guests or patrons. Repair to damage and/or replacement of stolen equipment or fittings will be charged to the hirer's account.

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- 14. The hirer (or provision for security labour can be made by the Landlord) will be responsible for providing security between the Foyer and Civic Hall during special functions to ensure the Civic Hall area remains a private function.
- 15. For the purpose of decorations, hooks are located on the walls. Masking tape and other similar adhesives must not be used. Damage incurred through not using available hooks will be charged to the hirer's account.
- 16. The Hall, rooms and land adjacent to COPACC, must be cleared of all materials in use for any function. It is the responsibility of the hirer to remove barrels, bottles, glasses, crockery, food, decorations and the like from the venue. An industrial waste bin is provided at the rear of the Civic Hall for this purpose. If these duties are left for the Duty Supervisor, the hirer will be charged. All goods and materials must be removed at the conclusion of the event or the hirer will incur another day's hire.
- 17. Roll Over Day charges apply to any event where bump-in requires set up the day prior to an event or bump-out is the day after an event and the venue is not available to any other hirer.
- 18. Users of copyright music should be aware that a Copyright Music Licence is required for performance of music at any social/club function.
- 19. Council Meetings are held regularly in the Civic Hall precinct. These meetings will have priority over other bookings.
- 20. Insurance arrangements must be completed in accordance with section 3.11 of this policy.
- 21. The Hirer must comply with the following condition:

**The hirer agrees to indemnify and keep indemnified and to hold harmless the Council, its servants and agents and each of them from and against all actions, costs, claims charges, expenses and damages whatsoever, which may be brought or made or claimed against them or any of them arising out of or in relation to (the said contract).**

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**3.3 LIQUOR**

A "limited liquor permit" is required for any function at which liquor is supplied by the Hirer.

A "limited liquor permit" is not required for any B.Y.O. function at COPACC if guests bring and consume their own liquor, or when liquor is supplied by the host for invited guests without any admission charge applying.

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**3.4 ROLE OF THE OPERATIONS OFFICER**

The Operations Officer is only responsible for the Centre being in a clean and tidy condition at the commencement of hire. If the venue is not left, as per conditions of hire, the time taken by the Operations Officer to meet conditions will be charged to the hirer. This is in accordance with the Municipal Officers (Victoria) Award and overtime will apply if such work is carried out on the weekend or a public holiday.

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**3.5 ROLE OF THE COPACC DUTY MANAGER**

The COPACC Duty Manager will be hired for all large functions held in the Civic Hall area. It will be his/her responsibility to undertake tasks clearly defined by the COPACC Manager, to ensure the smooth operation of functions after business hours and identify and act on matters of security and safety.

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**3.6 CANCELLATION**

- a) Written advice more than 1 month prior to booking date, deposit refunded in full, less 20% administration charge.
- b) Written or verbal advice within 1 month of booking date, deposit retained by Council.

**3.7 CLEANING**

The Hirer will incur additional cleaning charges if the use, occupancy, function or performance has created cleaning requirements that are considered to be over and above normal general cleaning.

**3.8 OCCUPATIONAL HEALTH & SAFETY**

COPACC staff will be fully acquainted with the requirements of the Occupational Health and Safety act, conduct regular risk identification and offer "duty of care" at all times for staff, general public, Hirers and performers.

**3.9 FIRE AND SAFETY DEVICES**

Hirers must not tamper with:

- Fire Hydrants
- Key Pad Alarm Systems
- Extinguishers
- Sprinkler Pump Unit
- Emergency Fire Levers and Evacuation Switches
- Safety Curtain
- Exit Signs and Lights

**3.10 LOSS DAMAGE TO HIRER'S BELONGINGS**

COPACC will not accept responsibility for damage or loss of goods and/or personal belongings left in the Centre prior to, during or after functions.

**3.11 INSURANCE**

Without evidence of current Public Liability Policy persons/organisations hiring COPACC must be covered under the following Public Liability Insurance:

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- The Policy covers only activities conducted within COPACC.

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- An indemnity limit of \$5,000,000 up to a maximum of \$10,000,000 in one claim is applicable under the policy, and the Hirer is responsible for the first \$100 of any claim.

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- Premium costs based on (\$5,000,000 liability) are set based on the type of function and the number of people attending.

- Where an event falls into two or more of the premium categories the one attracting the highest premium will apply.

- A Certificate (available at Municipal Offices) is to be completed at least one week prior to the event commencing. Each certificate must be completed in the presence of a Council staff member to ensure correct completion of forms. At this time a cheque payable to the relevant insurer/broker should be made out for the appropriate amount by the Hirer.

- The original Certificate is to be provided to the hirer with a copy of the insurance policy.

- The duplicate copy of the Certificate and the cheque will be forwarded by the Council to the relevant insurer/broker.

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Hire of COPACC Policy

**3.12. BOOKING DEPOSIT**

A minimum deposit applies to all Hirers, required within a week of making the reservation to confirm the booking.

Booking deposits are set by Council as part of its annual budget process.

**3.13. BOND**

A security Bond will be required once deposit paid and booking confirmed.

Bonds are set by Council as part of its annual budget process.

**3.14. ASSESSMENT OF DAMAGE / CLEANING FOR BOND REFUND**

In the event that the Centre is not left in a satisfactory condition, as assessed by Council, in its absolute discretion, Council may deduct the cost of such damage/cleaning from the bond and in the event of the Bond being insufficient to cover such damage/cleaning, the Hirer shall reimburse Council the outstanding costs within 7 days of being advised.

**3.15. CODE OF CONDUCT**

1. Management reserve the right to refuse entry to any part of the Centre and the right to have removed from the Centre any person who poses a risk to either themselves, other persons or the Centre.
2. No alcohol is to be brought onto the premises unless Hirers obtain the required Liquor Permit from the Liquor Licencing Commission (refer 3.3 Liquor).
3. Drugs or any other illegal substances, other than prescription medications, are not permitted in the Centre.
4. Smoking is prohibited in all internal areas of COPACC.
5. Food and drink is forbidden on the premises, unless prior permission is sought from COPACC management.
6. The COPACC Board does not accept any responsibility for the loss or damage of any property, personal or other, brought to the Centre.
7. No person is permitted in the upstairs control rooms or in any area back of stage, or in any area of a technical nature, without the permission of COPACC management or the supervising technician.
8. No person may operate the stage equipment unless authorised to do so by the Technical Supervisor or COPACC Management.
9. All rubbish must be placed in bins provided, failure to do so may result in extra cleaning charges after your event.
10. No running or unruly behaviour is permitted in the Centre.
11. No parking is permitted near the ramp leading to the Loading Dock.

**4. IMPLEMENTATION AND REVIEW**

This policy will be implemented by the COPACC Manager and is subject to periodical review.

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Revised:

**Deleted: 3.12 . EQUIPMENT HIRE¶**  
 ¶ COPACC equipment can be hired out at a minimum charge providing that equipment is not required for a special event or function within a 24 hour period. Fee per unit applies to one 24 hour period.¶  
 ¶ Equipment hire charges are set by Council as part of its annual budget process.¶  
 ¶ Arrangement must be made for equipment to be collected through the Property Officer and returned on time or special arrangements can be made for certain groups for equipment to be delivered by the Property Officer and collected after hire.¶  
 ¶ An equipment form must be completed, dated and signed prior to hire and available from the Property Officer.¶

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# **COUNCIL PROPERTY LEASING POLICY**

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**Policy No: 4.2**  
**Date Adopted:**  
**File No: GEN01688**  
**Revised:**

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## 1. INTRODUCTION

The Council's Property Leasing Policy considers the way Council leases out its property assets.

This is a general policy that outlines Council's principles and values. It is not intended to be a rigid set of rules, but rather a framework that assists Council in participating in fair and equitable discussions with all types of tenants.

## 2. RELATIONSHIP WITH COUNCIL PLAN

The Key Result Area of "Leadership and Governance" has the following objective:

"Council will fulfil its leadership, statutory and legal obligations to its community and staff in a way that is: fair, ethical, inclusive, sustainable, financially responsible and meets the needs and practical aspirations of current and future generations.

## 3. POLICY

### 3.1 AIMS and PRINCIPLES

#### 3.1.1 Aim

To provide guiding principles that will enable the establishment and management of Council's leased assets in a way that is consistent with the Council Plan and maximises the use of the communities assets so that they are managed responsibly.

#### 3.1.2 Principles

This aim will be achieved by addressing issues in harmony with Council's values, inclusive of partnership, consultation and service. These values will provide the foundations for decision making. This will be done through the following key areas:

- Understanding and fostering community benefit.
- Maximising the value of Council's leased assets to Council and to the community.
- Providing an equitable and transparent process for dealing with subsidised leaseholds.
- Providing an easily understood subsidised rental application.
- Equitable and easily understood framework for subsidies.
- Encouraging community responsibility.
- Consideration of ownership of land

#### 3.1.3 Objective

The objective of the policy is to provide straightforward guidelines for the development of occupancy agreements, which clearly define the roles and responsibilities of both the tenant and the Council. The policy will provide a useful tool to ensure the best use of facilities is achieved and a clear relationship established between parties.

## 4. DEFINITIONS

### 4.1 Lease

A lease is a right granted by the owner of land to an occupant to have the exclusive use of that land in consideration for a payment, known as rent.

## Nature of the interest.

- A lease creates an interest in land. An interest in land is:
  - i) binding on third parties (ie if the lessor sells the land the purchaser will take the land subject to the lease); and
  - ii) is, unless the lease specifies to the contrary, capable of being assigned.
- A lease is also a contractual agreement between the landlord and the tenant under which each party has certain contractual obligations.
- Council is prohibited under the Local Government Act 1989 (Vic) from entering into a lease exceeding 50 years.
- "The Local Government Act requires Council must give public notice of its intention to enter into a lease where:
  - the lease term is one year or more; and
    - the rent exceeds \$50,000 per annum; or
    - the current market rental value of the land is in excess of \$50,000 per annum;
  - or
  - the lease term is 10 years or more; or
  - the lease is a building or improving lease (which is a lease that includes the construction of a premises or improvements or the carrying out of major redevelopment works by either party)."

A lease agreement will be generally used where the site is fully occupied for a specific purpose, such as bowls and hockey clubs or where a club has made substantial financial contributions to the development.

**4.2 Licence**

A licence gives the licensee a right to occupy land (not exclusively) which without the licence would be unlawful.

## Nature of the interest.

- A licence does not create any interest in the land.
- The rights created by a licence are personal and do not run with the land.
- A licence cannot be assigned unless the other contracting party agrees.
- A licence will terminate where the owner of the land ceases to own the land.

A licence agreement will apply when an occupier shares a facility or the premises offer the potential for the facility to be shared promoting greater use of Council assets, for example Cressy Neighbourhood House using the Cressy Maternal and Child Health Centre.

**4.3 Seasonal Allocation**

A seasonal allocation is an agreement in which a club agrees to occupy a premises in accordance with the terms and conditions of Council's Seasonal Allocation Policy. It will generally relate to a pavilion or sporting ground which may include change rooms, social rooms, kiosks, kitchens, offices and public toilets where used by clubs. It will apply for an occupancy that occurs for a portion of the year and fits within the following seasonal dates set by Council.

## Seasonal dates:

|        |                                                       |
|--------|-------------------------------------------------------|
| Summer | First Saturday in October to second Sunday in March   |
| Winter | First Saturday in April to second Sunday in September |

The establishment of these agreements will be in accordance with the seasonal allocation policy and will generally apply to football, cricket and soccer clubs.

The agreements may be in a form of a lease or licence depending on whether the interest satisfies the definition of a lease or licence as set out in paragraph 2.1 and paragraph 2.2 above respectively.

#### 4.4 Asset Value

The asset value of Council land and buildings is prepared by independent valuers. Council undertakes a formal revaluation of its land and buildings on a regular basis every three years.

## 5. TENANT GROUP DEFINITIONS

Tenants are grouped in four major categories:

### 5.1 Group 1 – Community Services

This group will receive the greatest discount or subsidy. This will include community groups that service the local community or an underprivileged group or disadvantaged group. The group will be reliant on Council funding and do not have the capacity to generate a significant amount of income. They will not engage in any form of commercial activity and are expected to utilise the premises for at least 60% of the time available.

Examples of these type of tenant include pre-school committees, senior citizen clubs and historical societies.

### 5.2 Group 2 – Not for Profit Recreation and Sporting Clubs

This group will pay a rental based upon a percentage of the asset value of the facility and receives a substantial discount or subsidy from a fair market rental. This group will include recreational or community groups that service the community and are readily available to Colac Otway residents. Such tenants may include netball, hockey clubs or the like. The rental for pavilions associated with grass based sports such as soccer, football or cricket clubs will be calculated as group 2 tenants but will generally be allocated a seasonal allocation unless they have made substantial funding contributions to their premises in which case they may be on a lease or licence for a pavilion.

Rental will be assessed in accordance with the factors outlined in 7.2

Examples of this type of tenant would include bowling clubs, tennis clubs and other sporting clubs (without gaming or other commercial facilities).

### 5.3 Group 3 – Larger Non-Government Agencies (Not for Profit) in Receipt of Significant Grants/Fees or other Income

This group will attract no discount or subsidy unless agreed by Council due to specific circumstances.

Examples of this type of tenant would include the leasing of:

- Botanic Gardens Tearooms, Colac
- Colac Central Bowling Club
- Lake Colac Bowling Club
- 6 Murray Street Colac (Colac Community College)

### 5.4 Group 4 – Commercial or Resident Group

This group will attract no discount or subsidy and is for commercial or residential tenants of Council's assets.

Examples of this type of tenant would include the leasing of:

- Apollo Bay Service Centre.
- Caravan Park, Forrest
- Cinema & Auditorium, COPACC
- Fishing Co-Op, Apollo Bay
- Caravan Park, Colac
- Telstra Tower, Lavers Hill
- Apollo Bay Airfield

## 6. GENERAL PHILOSOPHY

### 6.1 Tenants

The following factors are to be considered when accepting a tenant:

- Community based tenants must service the Colac Otway community and further the goals of the Council Plan as well as where possible maximising the return on the asset.
- Any tenant or licensee must be a legal entity - that is either a person or an incorporated body.
- Any tenant or licensee must have adequate and appropriate insurance coverage.
- All commercial tenants are to be fully reference checked to assure the premises will be suitably maintained and rentals paid on time.

### 6.2 Optimum use of Facilities

Council's goal is to ensure the greatest community benefit and value can be provided by the utilisation of Council's facilities. This is done by encouraging multi use of facilities and tailoring the services provided by tenants to best suit the community. Council will work with tenants to ensure the highest potential is achieved.

### 6.3 Crown Land

Where Council acts as the Committee of Management over Crown Land, agreements will be prepared in accordance with the Department of Sustainability and Environment's guidelines. Leases and licences will take the form of those provided by the Department and Council's standard agreement will not be used. Council's standard maintenance schedules will be included within these agreements.

Before committing/entering into a lease for facilities on Crown Land, approval is required from the Department of Sustainability and Environment.

### 6.4 Renegotiation to Standard Terms

When Council is making a significant financial input to a facility development this will be dependent on the club/organisation being prepared to renegotiate an existing agreement to bring it into line with standard lease terms.

Long term ongoing agreements may be renegotiated by both parties if it is seen to be in the best interests of the parties and for the benefit of the community.

The determination relieves Councils of complying with procedural obligations placed on landlords by the *Retail Leases Act 2003* (Act), such as disclosure of outgoings and notice of lease renewals. Councils are also exempt from the statutory maintenance and repair obligations imposed on landlords.

### 6.5 Retail Leases Act 2003

In August 2008 the Victorian Minister for Small Business made a determination under the *Retail Leases Act 2003* (Act) to exempt certain leases of Council owned or managed property that the Act would otherwise cover.

The determination only applies to leases entered into after 1 August 2008.

Under the determination, the following two categories of leases (where Council is the landlord) will be exempt.

1. Where the premises are used by the tenant wholly or predominantly for any one or more of the following purposes:
  - Public or municipal purposes;
  - Charitable purposes;
  - As a residence of a practising minister of religion;
  - For the education and training of persons to be ministers of religion;
  - As a club for, or a memorial to, persons who served in the First or Second World War or in any other war, hostilities or special assignment referred to in the *Patriotic Funds Act 1958*;
  - For the purposes of the RSL;
  - For the purposes of the Air Force Association;
  - For the purposes of the Australian League of Ex-Servicemen and Women
2. Where the premises are used wholly or predominantly by a group that exists for the purposes of providing or promoting community, cultural, sporting or recreational or similar facilities or objectives and that applies its profits to promoting its objectives and prohibits payment to its members.

The second category also applies to leases where Council is acting as a committee of management within the meaning of the *Crown Land (Reserves) Act 1978*.

The determination relieves Councils of complying with procedural obligations placed on landlords by the Act, such as disclosure of outgoing and notice of lease renewals. Councils are also exempt from the statutory maintenance and repair obligations imposed on landlords.

This does not exempt the need for a lease.

## 7. RENTAL LEVELS

### 7.1 Group 1 Tenants

This group is fully subsidised. A full rental subsidy is offered to approved recreation or community groups that service the local community or an underprivileged or disadvantaged group and are not in receipt of significant grants or other income.

The minimum to apply at the time of the policy adoption is \$1 per annum.

### 7.2 Group 2 Tenants

The rental calculation for Group 2 tenants will be assessed at the time of a lease being entered into or at renewal of an existing lease.

The greater the net community benefit, the greater the subsidy offered. The following describes the factors that may be considered in determining the level of rental and subsidy.



*Capital Contribution*

Often groups or clubs have made a significant Capital Contribution on the site. This may include the addition of an asset on the property at the expense of the tenant.

*Proposed Capital Contribution*

A group or club may enter into a lease agreement undertaking to carry out capital improvements at their expense or in partnership with Council or another agency.

*Approved Use*

An approved use is one that is determined by the appropriate Council General Manager to fulfil a function, meet a demand, or provide a service, that is consistent with the Council Plan or the needs of the community.

*Special Needs Group*

A group that actively promotes an activity for disabled, underprivileged or disadvantaged people, a lower socio economic group or other group with special or unique needs, may be eligible for certain levels of subsidy.

*Limited Revenue Potential*

There are varying degrees of potential for a group or club to raise revenue. Many clubs are limited by the nature of their function which is the reason for having subsidised rentals. Tenants that have a gaming or liquor licence may be charged a higher rental. Groups will be encouraged to seek alternative revenue sources.

*Community Access*

Maximising the community use of an asset is a Council priority. Groups are encouraged to make a leased facility available to other user groups in order to maximise the utilisation of the facility.

*Maintenance Ability*

A tenant's ability to maintain a premises may be limited by their type of use. A tenant may undertake more maintenance in exchange for lower rental payments.

*User Catchment*

Priority is given to tenants whose users are from the municipality. A local catchment would predominantly include residents of the township or surrounding areas. A regional catchment would include users from other areas.

*Grants and Funding*

Some groups receive financial assistance from the Council. This may impact on level of rental and subsidy.

*Other*

Other factors may be considered by Council if special circumstances exist.

**7.3 Group 3 Tenants**

Group 3 tenants will pay a commercial market rental derived from the market unless a discount or subsidy is agreed to by Council due to specific extenuating circumstances.

#### 7.4 Group 4 Tenants

Group 4 tenants will pay a commercial market rental.

#### 7.5 General

Council reserves the right to amend the rental if a tenant gains liquor or gaming licences, or gains access to any other similar commercial means of income generation during the life of an agreement.

### 8. MAINTENANCE AGREEMENTS

#### 8.1 Introduction

Generally the purpose of undertaking building maintenance is to ensure buildings remain suitable and safe for their intended use and their life cycle is extended as far as practical. It is in Council's interests to ensure its assets are adequately maintained.

Council is responsible for many buildings which it:

- Owns and operates (eg Council office/depot/library/public toilets);
- Owns and operates via a Committee of Management (Council appointed); and
- Manages as a Committee of Management.

#### 8.2 Requirements

The requirement of tenants to maintain their premises will vary depending upon the following factors:

- Ability to maintain
- Revenue potential
- Level of subsidy or grants
- Any special maintenance needs
- Rental level
- The requirements of any applicable retail leasing legislation

The Maintenance Schedule (Schedule A) will form part of the lease or licence agreements and will clearly identify maintenance responsibilities.

Buildings used for community services and not for profit recreation and sporting clubs are to receive maintenance support in accordance with Schedule A unless specified separately in a lease/agreement.

Buildings occupied and controlled exclusively by a club or organisation or buildings determined by Council as having no further use are to receive no Council support.

Community Services and Not for Profit Recreation and Sporting Clubs are defined as a building operated by (refer clause 3.1 and 3.2 for definitions):

- a) a Committee of Management for public purposes;
- b) an incorporated association undertaking community service under the auspices of Council.

Maintenance requirements for Group 3 Tenants (Larger non-government agencies) and for Group 4 tenants (Commercial) will be agreed to between the parties on suitability market controlled conditions.

**8.3 Principles**

- a) Council has a responsibility to contribute to the maintenance of buildings that have a community use.
- b) Council has no responsibility to maintain/improve buildings on Council owned land occupied by an organisation or group exclusively for private purposes, subject to the requirements of the Retail Leases Act 2003 if the land is occupied pursuant to a lease subject to that Act.
- c) Wear and tear maintenance and works of a recurrent nature are the responsibility of the occupier or management body of the building, subject to the requirements of the Retail Leases Act 2003 if the land is occupied pursuant to a lease subject to that Act.
- d) Major maintenance and capital works are the responsibility of Council unless agreement with lessee.
- e) No guarantee can be given that works required can be funded by Council in any given year.
- f) Ongoing support for any building is subject to review based on use and need.
- g) Where insufficient funding is available an occupier may choose to proceed with works on its own accord subject to all works being approved by Council.
- h) All maintenance and other works shall be undertaken in accordance with good practice and all requirements of other Commonwealth and State Legislation or policy.
- (i) All maintenance works undertaken by the tenant are to be reported to Council.
- (j) Where maintenance is the responsibility of the tenant they need to ensure that their obligations are carried out as per the Lease or other documentation.

**8.4 Assessment of Requests**

In assessing requests for major maintenance works Council must consider:

- Reason for request, for example safety issues, damage, deterioration;
- Estimated cost for works;
- Funds available and estimated additional annual works;
- Type of works and whether Council is responsible for the issue;
- Purpose of the building, existing and future use, and need, and
- Alignment with Council's strategic planning objectives.

**9. GENERAL TERMS AND CONDITIONS****9.1 A standard agreement will be developed for all tenancies except Group 3 and Group 4 Tenants.**

Agreements will be prepared for leases and licences which are tailored to each organisation and varied only when required. Additional clauses will be included in agreements only when necessary to meet specific requirements of Council or the organisation involved.

Licence agreements will be negotiated in situations where the occupiers share the facility or where the facility is suitable for multiuse and will occupy for a period in excess of 6 months.

Council has a preference to enter such agreements in order for facilities to be used to the greatest potential, rather than only one user. Licences may be used for toy libraries, senior citizens and other clubs that share facilities.

Seasonal allocations will be granted where an organisation will not occupy the premises for the entire year. They may have occupied the premises from year to year but only for a season at a time and the premises will be used by another club in the alternate season. This will apply to some sporting clubs in particular cricket and football.

## 9.2 Rates, Taxes, Charges and Outgoings

The tenant should pay for all rates, taxes (including GST and stamp duty) charges and outgoings that are levied on the premises or in conjunction with the establishment of the lease, subject to the requirements of the Retail Leases Act 2003 if the land is occupied pursuant to a lease subject to that Act.

## 9.3 Terms

The term of the agreement will depend upon many factors including the following:

- the tenant;
- the ongoing need for the premises or provided use;
- substantial contributions to capital works;
- the stability of the tenant,
- suitability of the premises to the tenant; and
- the requirements of any applicable retail leasing legislation.

For leases where the rental levels are less than the commercial market rental or are not classified as a retail premises the preferred term of the lease will be for a period of 3 years.

Council sees the optimum term of the agreement as 3 years to best represent the Council and tenants. This allows for regular opportunities to meet and discuss occupancy requirements and to review:

- i) the value Council and the community receives from the lease or licence;
- ii) equity with other organisations in the community.

The regular changes made to leasing/licencing agreements will reflect the changing needs and legislative requirements of all parties to the agreement. It is seen as an opportunity to work with Council's tenants to ensure that they meet the needs of both parties.

A longer term lease may be negotiated where the community organisation is making or has made, a substantial capital contribution to the construction, improvement or maintenance of the property.

Retail Premises leases will be for a minimum of five years (which can include any option periods).

Consideration of a longer lease term will be made on a case by case basis.

Agreements will only exceed 10 years in exceptional circumstances and where there is significant return on investment for Council's asset. When this happens Council will undertake the requirements of section 190 of the Local Government Act including advertising the terms of the proposed agreement. Leases may not exceed 50 years in accordance with the Local Government Act (1989).

## 9.4 Insurance

All tenants are required to take out public liability insurance noting Council as an interested party or in joint names of the tenant and Council. A minimum cover of \$10m is to be provided unless otherwise stipulated by Council.

As a general principle, Council will fully insure all improvements on a leased premises unless otherwise agreed to in a lease. This amount will either be reimbursed by the tenant or considered as part of the rental structure.

Council will not insure the contents of any leased premises. Tenants may choose to provide this themselves.

Other insurances, such as professional indemnity, are the responsibility of the lessee.

**9.5 Use of Premises**

Council must approve any additional or changed use of a leased or licenced premise. Council reserves the right to review the rent or any other lease provisions when providing this consent. The proposed use will be subject to an assessment of derived community benefit and meeting the needs of the Council Plan. If the use changes or the service or organisation cease to exist the current agreement will automatically terminate and the building will be returned back to Council's control.

**9.6 Rent Review**

The rental for Group 1 tenants will not be reviewed for the life of the agreement as the agreement is for up to 3 years. Agreements for a period longer than 3 years must include a rental review clause.

Other rents will be reviewed regularly, and adjusted using the Consumer Price Index, a set percentage or a market review.

**9.7 Legal Fees**

The tenant will pay all legal costs associated with the establishment of a new lease agreement that differs from Council's standard lease document except if the lease is subject to the Retail Leases Act 2003.

**9.8 Keys and Locks**

All keys should be compatible with the master set held by Council's Infrastructure and Services Department.

**9.9 Planning Requirements**

All leases will encompass the conditions of any issued Planning Permit, and there must be ongoing compliance with Planning Scheme Requirements.

**9.10 Safety Requirements**

Tenants are responsible to have in place emergency/evacuation plans and generally adhere to occupational, health and safety conditions.

**9.11 Smoking**

Council has a Smoke Free Environment in Council owned and managed buildings and adherence is strictly required.

**9.12 Water and Energy**

Tenants are encouraged to minimise water and energy usage.

**9.13 Legislation and Regulations**

Tenants will be required to comply with all legislation and regulations etc.

**9.14 Advertising on Council Facilities**

Advertising on Council facilities requires the prior approval of Council and in particular, political advertising will not be permitted.

**9.15 Gaming in Council Facilities**

Council will not generally support gaming facilities in Council owned and managed buildings

**10. PROCESS FOR ESTABLISHING OF LEASES**

The following outlines the procedures for negotiating and establishing a subsidised leasehold:

- Internal meeting to discuss particulars of proposed tenant with appropriate Council departments:
  - check status of land,
  - confirm statutory requirements,
  - review proposal with respect to Council Property Leasing Policy,
  - seek legal advice where necessary, and
  - assess relevance of any compliance with Retail Leases Act.
- Meet with tenant to discuss terms and conditions of lease.
- Forward copy of lease to tenant for review.
- Where required advertise lease in Council's official newspapers inviting submissions pursuant to s.223 of the Local Government Act for a period of 6 weeks.
- Draft report for next Ordinary Council Meeting recommending execution of two copies Lease Agreement (dependent on submission process).
- Arrange for tenant to sign lease.
- Update Lease Register (in accordance with Local Government Regulations 1990 s.98(p)) and store one original of Lease Agreement.
- Forward an original copy of Lease Agreement to tenant.
- Advise Finance, Infrastructure Services, Risk Management, Parks and Gardens and appropriate manager of lease details.
- Establish invoicing arrangement.

**11. IMPLEMENTATION AND REVIEW**

11.1 The Council Property Leasing Policy will be published on Council's website. The Leasing Policy will be subject to periodic review.

11.2 Where the rental levels are less than the estimated commercial market rental, details will be included in the Annual Report as to the level of subsidy provided by Council.

**Schedule A**

**Maintenance Schedule and Responsibilities for Occupier and Council for Group 1 Community Services and Group 2 – Not for Profit Recreation and Sporting Clubs categories.**

**GROUP 1 – COMMUNITY SERVICES**

**LEASES**

Apollo Bay Old Cable Station – Historical Society  
 Apollo Bay Radio Tower (Emergency Services)  
 Apollo Bay Senior Citizens Centre  
 Beech Forest Radio Tower (Emergency Services)  
 CCDA Theatre (COPACC)  
 Colac History Centre (COPACC)  
 Lavers Hill Depot Radio Tower (Emergency Services)

**AGREEMENTS/LICENCES**

Cressy Maternal and Child Health Centre  
 Kanyana  
 Pre-Schools

**GROUP 2 – NOT FOR PROFIT RECREATION AND SPORTING CLUBS**

**LEASES**

Colac Aero Club  
 Colac Anglers Club inc.  
 Colac Pistol Club Recreation Reserve  
 Colac Players Shed  
 Colac Tennis Tournament Club  
 Pennyroyal Tennis Courts  
 Public Open Space – Kennett River  
 Rowing Club, Foreshore Reserve  
 Wye River Surf Club  
 Yacht Club, Foreshore Reserve

**AGREEMENTS**

Recreation Reserves

| Item                                           | Occupier's Responsibility                                                                                                                                                                                                                               | Council's Responsibility                                                                                                                                                                                                                                                                                                                                                                                           |
|------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Air Conditioning and Heating Appliances</b> | <ul style="list-style-type: none"> <li>Service and repair when required</li> </ul>                                                                                                                                                                      | <ul style="list-style-type: none"> <li>Replacement of unit and any major parts</li> </ul>                                                                                                                                                                                                                                                                                                                          |
| <b>Building</b>                                | <ul style="list-style-type: none"> <li>Determine and document the specific needs of the building relating to any requests to Council for building alterations.</li> <li>Prepare plans and obtain quotes for requests for minor improvements.</li> </ul> | <ul style="list-style-type: none"> <li>Assess all requests submitted.</li> <li>Undertake works required to bring premises and surrounds to appropriate standards to meet the required regulations. This excludes items identified as the lessee's responsibility in this document.</li> <li>Preparation of long-term development plans, design of major building alterations or major structural works.</li> </ul> |

| Item                                            | Occupier's Responsibility                                                                                                                                                                                                                                                                                                                                                                                          | Council's Responsibility                                                                                                                                                                                                                                                                                                                                                                    |
|-------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Cleaning</b>                                 | <ul style="list-style-type: none"> <li>Keep premises in clean, sanitary and fresh condition.</li> </ul>                                                                                                                                                                                                                                                                                                            | <ul style="list-style-type: none"> <li>Nil</li> </ul>                                                                                                                                                                                                                                                                                                                                       |
| <b>Ceilings, Walls and Skylights (internal)</b> | <ul style="list-style-type: none"> <li>Cost of repairs due to major or continual misuse.</li> <li>Regular cleaning</li> </ul>                                                                                                                                                                                                                                                                                      | <ul style="list-style-type: none"> <li>Major repair and/or replacement due to structural faults/age.</li> </ul>                                                                                                                                                                                                                                                                             |
| <b>Curtains/Drapes/Blinds</b>                   | <ul style="list-style-type: none"> <li>Repairs costs.</li> <li>Replacement costs.</li> <li>Supervision of installation of replacement items.</li> <li>Regular cleaning.</li> </ul>                                                                                                                                                                                                                                 | <ul style="list-style-type: none"> <li>Nil</li> </ul>                                                                                                                                                                                                                                                                                                                                       |
| <b>Doors (Inc. cupboard doors)</b>              | <ul style="list-style-type: none"> <li>Regular cleaning and repair of internal/external doors due to major or continual misuse.</li> <li>Minor adjustments.</li> </ul>                                                                                                                                                                                                                                             | <ul style="list-style-type: none"> <li>Replacement due to age, structural fault.</li> </ul>                                                                                                                                                                                                                                                                                                 |
| <b>Electrical Wiring, Fittings and Lights</b>   | <ul style="list-style-type: none"> <li>Additional or security lighting.</li> <li>Cost of repair and replacement of electrical wiring if damage is due to major or continual misuse.</li> <li>Repair and replacement of all light globes.</li> <li>Regular cleaning of all light fixtures.</li> </ul>                                                                                                               | <ul style="list-style-type: none"> <li>Replacement of all building wiring from main supply to and including the switchboard.</li> <li>Replacement of light fittings.</li> </ul>                                                                                                                                                                                                             |
| <b>Fire Extinguishers</b>                       | <ul style="list-style-type: none"> <li>Nil</li> </ul>                                                                                                                                                                                                                                                                                                                                                              | <ul style="list-style-type: none"> <li>Service/annual inspection and maintenance charge.</li> <li>Fill when discharged and replace if stolen.</li> </ul>                                                                                                                                                                                                                                    |
| <b>Floor Surfaces and Coverings</b>             | <ul style="list-style-type: none"> <li>All regular cleaning and maintenance of floor coverings such as carpet and tiles.</li> </ul>                                                                                                                                                                                                                                                                                | <ul style="list-style-type: none"> <li>Replace to essential areas when excessively worn or dangerous.</li> </ul>                                                                                                                                                                                                                                                                            |
| <b>Fly Screens</b>                              | <ul style="list-style-type: none"> <li>Maintain and replace fly wire.</li> <li>Install additional fly screens</li> </ul>                                                                                                                                                                                                                                                                                           | <ul style="list-style-type: none"> <li>Nil</li> </ul>                                                                                                                                                                                                                                                                                                                                       |
| <b>Garbage</b>                                  | <ul style="list-style-type: none"> <li>Normal fee for service waste collection</li> </ul>                                                                                                                                                                                                                                                                                                                          | <ul style="list-style-type: none"> <li>Nil</li> </ul>                                                                                                                                                                                                                                                                                                                                       |
| <b>Glass</b>                                    | <ul style="list-style-type: none"> <li>Replace broken or cracked windows arising from misuse.</li> <li>Regular cleaning</li> </ul>                                                                                                                                                                                                                                                                                 | <ul style="list-style-type: none"> <li>Replace due to breakage arising from structural fault, age.</li> </ul>                                                                                                                                                                                                                                                                               |
| <b>Grounds</b>                                  | <ul style="list-style-type: none"> <li>Keep all entry/exit areas clear and sweep regularly.</li> <li>Maintain all grounds associated with building by cutting the grass, minor pruning, replacing trees, bushes and flowers if required.</li> <li>Repair fences.</li> <li>Remove dead foliage.</li> <li>Seek Council approval for any modification to the grounds.</li> <li>Maintenance of garden beds.</li> </ul> | <ul style="list-style-type: none"> <li>Repair paths, driveways etc.</li> <li>Replacement of essential pavement, driveway and carpark areas; retaining walls and ramps.</li> <li>Replacement of essential/required fences.</li> <li>Structural repairs or capital works re. fences.</li> <li>Trees lopped/pruned to meet security/safety requirements where considered dangerous.</li> </ul> |



| Item                                                               | Occupier's Responsibility                                                                                                                                                                                                     | Council's Responsibility                                                                                                                                                                                                                                                                                                        |
|--------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                    | <ul style="list-style-type: none"> <li>Maintenance of garden hoses and sprinklers etc.</li> <li>Cleaning and weeding of pavement and driveway areas</li> </ul>                                                                |                                                                                                                                                                                                                                                                                                                                 |
| <b>Emergency Lights and Exit Signs</b>                             | <ul style="list-style-type: none"> <li>Notification to Council of maintenance issues.</li> </ul>                                                                                                                              | <ul style="list-style-type: none"> <li>Inspection and replacement of globes.</li> <li>Replacement of fittings.</li> </ul>                                                                                                                                                                                                       |
| <b>Internal Appliances eg. Fans, Kettles, Food Processors etc.</b> | <ul style="list-style-type: none"> <li>Replacement as required of minor kitchen appliances.</li> </ul>                                                                                                                        | <ul style="list-style-type: none"> <li>Nil</li> </ul>                                                                                                                                                                                                                                                                           |
| <b>Vandalism</b>                                                   | <ul style="list-style-type: none"> <li>Less than \$1000 (subject to change based on claims history)</li> </ul>                                                                                                                | <ul style="list-style-type: none"> <li>More than \$1000 (subject to change based on claims history)</li> </ul>                                                                                                                                                                                                                  |
| <b>Keys and Locks</b>                                              | <ul style="list-style-type: none"> <li>Repair and replacement of locks if damaged through major or continued misuse.</li> </ul>                                                                                               | <ul style="list-style-type: none"> <li>Replacement of lost or damaged keys as applies to Council's master key system.</li> <li>Supply of keys for user groups.</li> <li>Repair and replacement of locks as applies to Council's master key system.</li> </ul>                                                                   |
| <b>Painting</b>                                                    | <ul style="list-style-type: none"> <li>Internal painting if damaged through major or continued misuse or colour scheme changes etc.</li> </ul>                                                                                | <ul style="list-style-type: none"> <li>Internal and external for structural integrity reasons.</li> </ul>                                                                                                                                                                                                                       |
| <b>Permanent Fixtures</b>                                          | <ul style="list-style-type: none"> <li>Regular cleaning of all fixtures.</li> <li>Repair and/or replace if damaged through major or continual misuse.</li> </ul>                                                              | <ul style="list-style-type: none"> <li>Replace when required the following items: <ul style="list-style-type: none"> <li>- hot water service</li> <li>- sinks and toilets</li> <li>- verandas attached to the building.</li> </ul> </li> </ul>                                                                                  |
| <b>Pest Control</b>                                                | <ul style="list-style-type: none"> <li>Keep all areas in a clean and hygienic state.</li> <li>All pest control as required both internal and external.</li> </ul>                                                             | <ul style="list-style-type: none"> <li>Pest control relating to structural items (eg. woodborer and termites).</li> </ul>                                                                                                                                                                                                       |
| <b>Plumbing</b>                                                    | <ul style="list-style-type: none"> <li>Cost of internal repair due to major or continued misuse.</li> <li>Replacement and repair of internal surface plumbing fittings such as toilet seats, taps and washers etc.</li> </ul> | <ul style="list-style-type: none"> <li>Replacement of damaged or corroded plumbing fittings, toilet bowls and cisterns.</li> <li>Repairs or works required for drainage purposes, including sewerage, drains, water pipes and pits.</li> <li>Replacement of gas pipes.</li> <li>Structural repairs or capital works.</li> </ul> |
| <b>Roof, Skylight, External Walls, Spouting and Downpipes</b>      | <ul style="list-style-type: none"> <li>Cleaning of roof, external walls, spouting, downpipes and guttering.</li> </ul>                                                                                                        | <ul style="list-style-type: none"> <li>All maintenance and repair of the structure of the premises as required.</li> </ul>                                                                                                                                                                                                      |
| <b>Signage</b>                                                     | <ul style="list-style-type: none"> <li>Maintain and replace all internal/external signs relating to the committee.</li> </ul>                                                                                                 | <ul style="list-style-type: none"> <li>Identification signage to be provided by Council where required.</li> </ul>                                                                                                                                                                                                              |
| <b>Smoke Detectors</b>                                             | <ul style="list-style-type: none"> <li>Install, repair and replacement of battery operated smoke detectors. Includes battery replacement as required.</li> </ul>                                                              | <ul style="list-style-type: none"> <li>Installation and maintenance of hard wire system where required.</li> </ul>                                                                                                                                                                                                              |

|                                                                          |                                                                                                                           |                                                         |
|--------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------|
| <b>Telecommunication Systems (eg. fax, photocopiers, telephones etc)</b> | <ul style="list-style-type: none"> <li>• Purchase, service and maintenance cost.</li> <li>• Replacement costs.</li> </ul> | <ul style="list-style-type: none"> <li>• Nil</li> </ul> |
| <b>Whitegoods (eg refrigerator, dishwasher etc)</b>                      | <ul style="list-style-type: none"> <li>• Service and maintenance costs.</li> <li>• Replacement costs.</li> </ul>          | <ul style="list-style-type: none"> <li>• Nil</li> </ul> |



# COMMUNITY BUS POLICY

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Policy No: 5.1

Date Adopted: 24/05/06

File No: GEN01688

Revised: ✓

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Deleted: 13/7/2000

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**1. INTRODUCTION**

The Colac Otway Shire currently provides its community with access to an eleven seater community bus (plus driver).

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**2. RELATIONSHIP WITH COUNCIL PLAN**

The Council Plan under the Key Result Area of Community Health and Wellbeing has the following objective "Council will promote community health and wellbeing in partnership with other health services. Through a partnership approach, Council will provide a broad range of customer focused health, recreational, cultural and community amenities, services and facilities".

Deleted: The Colac Otway Shire's Council Plan highlights that "We are committed to providing and promoting quality health, recreation and community services by working in partnership with local health, aged care, welfare, youth, housing, education providers, sporting groups and employment organisations to promote community wellbeing."

As part of this objective the Council provides the community with an economical, flexible form of group transport - the community bus.

Deleted: the Shire's commitment to fulfill this requirement

The Colac Otway Community Bus provides in particular, for the frail, aged, disabled or otherwise housebound members of the community, without private support, with the purpose of increasing their mobility within the Colac Otway community. It will also provide assistance to local residents in accessing medical and other allied professional services outside the Colac Otway Community when required to do so. Preference for use of the Colac Otway Community Bus will, at all times be given to:

- i) Disabled
- ii) Veterans
- iii) Frail, aged
- iv) Members of the community who are otherwise housebound and isolated
- v) Groups participating in community projects or fundraising on behalf of the Colac Otway community.
- vi) Council departments (for work related purposes)

**3. POLICY**

Funding towards the cost of the bus was provided through the Home Community Care program, and as a result the target utilisation groups are the frail, aged and disabled members of the community. However, when it is not in use, the bus is available for use by the wider community within the municipality as prescribed.

This policy applies to any member of the Shire's community who is seeking to hire the community bus. Conditions for hire of the bus have been set by Council.

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**3.1 Cost of Hire**

- A bond of \$80.00 is required prior to bus hire. This will be refunded if the bus is returned in the same condition as was hired out.
- A hire charge of 70 cents per kilometre and the cost of refuelling the bus must be paid by the user group/individual.
- Hire of the bus for longer than 24 hours will incur a charge of \$10 per 24 hour period in addition to the above hire charge. To be fair to all a penalty fee of \$10 will be charged for late return of the bus without a genuine excuse.
- The charges for the community bus are to be reviewed on an annual basis.

Deleted: ¶  
The target utilisation group are the frail aged and disabled members of the community. However, when it is not required by groups catering for these people, the bus is available for use by the wider community within the municipality.

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Hire charges for community transport are set by Council as part of its annual budget process;

**3.2 Booking the Bus**

For the first booking the user group/individual must come to Customer Service Centre, 2-6 Rae Street, Colac and complete the Community Bus - User group/individual Registration Form (Refer to Schedule 1) At this time the booking details will be recorded (users name(s) and the date they require the bus will be recorded).

After the initial form has been completed, bookings of the community bus may be made in person or by telephone.

**3.3 Conditions of Use**

The following are conditions which must be read by the driver prior to hiring the community bus. Failure to observe these Conditions of Use will result in the Council withdrawing permission for the user group/individual concerned to hire the bus. Breach of these conditions may also render the user group/individual liable for costs occurred as a result of the breach.

The user group/individual must be registered with the Colac Otway Shire before hiring the bus (Refer schedule 1).

- ~~The driver must be over 25 years of age and under 70 years of age and be a holder of a full drivers license.~~
- Bookings will be on a first come first served basis.
- The bus may only be booked at a maximum of two months in advance, unless approval has been given for extended bookings.
- No more than 12 people, including the driver are to travel on the bus.
- The log book supplied with the bus must be signed by the driver for each trip.
- No bus driver shall be unlicensed to drive, under the influence of alcohol or other drugs or take any step which is likely to interfere with the conditions of the insurance cover.
- The Council reserves the right to withdraw the bus from use without prior warning to users. However, in such instances, every attempt will be made to inform users as soon as possible.
- The bus must be returned with a full tank of unleaded fuel.
- Prior to collecting the bus the Driver Record form (Schedule 1) must be completed and the bond paid.
- No smoking, alcohol or illicit drugs are permitted at any time on the bus.

Deleted: registered with the Colac Otway Shire,  
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**3.4 Collection of Bus**

The key to the bus and keys can be collected between 8.30am and 5.00pm at the Customer Relations Centre, Rae Street Colac. The bus will be provided clean and with a full tank of fuel. It is required to be returned in the same condition at the place of collection at the rear of the Council Offices in Corangamite Street, Colac. Any cleaning costs, or cost incurred by the Council to refuel the tank, will be charged to the user group/individual responsible.

3.5 Bus Damage

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Damage caused to the bus whilst in the custody of any user group/individual shall be paid for by the user group/individual.

Deleted: Damage caused to the bus whilst in the custody of any user group/individual, other than damage in respect of which the Shire will obtain compensation through its insurer, but which may include any excess payable under a policy of insurance, shall be paid for by the user group/individual.

The amount to be paid by the group/individual will be offset by any amount that the Shire receives for compensation through its Insurer.

Any damage to the bus must be reported in writing describing the circumstances to the Customer Relations Staff at the Municipal Offices in Rae Street. The group/individual involved must take all reasonable steps to enable the insurer of the bus to recover cost of damage caused to the bus from any third party compensation.

If an accident occurs, the driver **MUST NOT** admit liability.

Refer to Schedule 3 for an outline of the driver's duties in the case of an accident and Schedule 2, an accident details form which must be completed in the course of an accident occurring.

4. IMPLEMENTATION AND REVIEW

This policy will be implemented by Community Services Department of Council and is subject to periodical review.

Policy No. 5.1  
Community Bus Policy

**Schedule 1  
COMMUNITY BUS - DRIVER RECORD FORM**

Please complete this form and return it to the Colac Otway Shire Customer Service Centre (2-6 Rae Street, Colac)

Driver's Name \_\_\_\_\_

Address \_\_\_\_\_

Phone No: (BH) \_\_\_\_\_ (AH) \_\_\_\_\_

Date of Birth \_\_\_\_\_

I will be driving for the following user group/individual(s) \_\_\_\_\_

Type of Driver's Licence Held \_\_\_\_\_ Licence No \_\_\_\_\_

Has the Driver:

- a) Any physical defects, sight or hearing impairment, or infirmity Yes / No
- b) During the past five (5) years
  - i) had an accident or fire happen to motor vehicle Yes / No
  - ii) made a motor claim on an insurance company (show amount if known) Yes / No
  - iii) been fined for an offence in connection with a vehicle Yes / No
  - iv) had a driving licence canceled or suspended (date(s) required) Yes / No
  - v) had any motor insurance canceled, declined or withdrawn Yes / No
  - vi) had an excess imposed because of driving history Yes / No

If answer to Part of Question 4 is yes, give full details below, if space insufficient attach sheet.

|                  |  |
|------------------|--|
| Name             |  |
| Age              |  |
| Date             |  |
| Previous Claim   |  |
| Traffic Offence  |  |
| Physical Defects |  |
| Cost/Insurance   |  |
| Fine Company     |  |

Declaration

I \_\_\_\_\_ declare that

- a) I am the holder of a current Drivers Licence (which is not a Learner's Permit or Provisional Licence) and have been driving for \_\_\_\_\_ years
- b) I have not been refused motor insurance
- c) The vehicle will not be let on hire or used for carriage of paying passengers
- d) I have answered all questions truthfully and not withheld any information likely to affect the insurance Policy on this vehicle.

Date \_\_\_\_\_ Signature \_\_\_\_\_

**DECLARATION:**

The Colac Otway Shire Council collects personal information to levy rates, issue permits and licences and provide a variety of community services. The information collected in this form is used only for the purposes contemplated by the form (primary purpose) and is not passed onto third parties. In some instances however, disclosure is required by law or is necessary for the protection of persons or property. Where this occurs, Council will take every reasonable step to ensure your privacy is protected in accordance with the Information Privacy Act 2000 (Vic). Should you need to change or access your personal details or require further information about Council's Privacy Policy contact our Privacy Officer on 5232 9400.

Date Adopted: 13/7/00  
File No. GEN01688

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Revised 24/5/06

Deleted:

Driving on behalf of - \_\_\_\_\_  
(Group or Individual/s)

Driver: ...

DOB: \_\_\_\_\_

Address: \_\_\_\_\_

Phone: \_\_\_\_\_  
(Home) \_\_\_\_\_  
(Work)

Licence No: \_\_\_\_\_  
Type of Licence: \_\_\_\_\_

Has the Driver:

1. Any sight, hearing physical impairments or infirmity? - Yes  No

During the past five (5) years:

2. Had an accident or fire happen to motor vehicle? - Yes  No

3. Made a motor insurance claim in last 5 years? - Yes  No

4. Been fined for a motor offence? - Yes  No

5. Had a driving licence cancelled or suspended? - Yes  No

6. Had a motor insurance cancelled, declined or withdrawn? - Yes  No

7. Had an insurance excess imposed due to driving history? - Yes  No

If answered yes give full details below (attach sheet if insufficient space)

Name \_\_\_\_\_  [1]

Policy No. 5.1  
Community Bus Policy

**Schedule 2**  
**COMMUNITY BUS ACCIDENT DETAILS FORM**

Date \_\_\_\_\_ Time \_\_\_\_\_

Vehicle 1 \_\_\_\_\_ Driver \_\_\_\_\_

Reg. No: \_\_\_\_\_ Insurance No: \_\_\_\_\_

Address \_\_\_\_\_

Date \_\_\_\_\_ Time \_\_\_\_\_

Vehicle 2 \_\_\_\_\_ Driver \_\_\_\_\_

Reg. No: \_\_\_\_\_ Insurance No: \_\_\_\_\_

Address \_\_\_\_\_

Date \_\_\_\_\_ Time \_\_\_\_\_

Vehicle 3 \_\_\_\_\_ Driver \_\_\_\_\_

Reg. No: \_\_\_\_\_ Insurance No: \_\_\_\_\_

Address \_\_\_\_\_

Name and Address of Witnesses

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

SKETCH

|  |  |  |  |  |  |  |  |  |  |  |  |  |
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Date Adopted: 13/7/00  
File No. GEN01688

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Policy No. 5.1  
Community Bus Policy

**Schedule 3**  
**WHAT TO DO AFTER AN ACCIDENT**

**DRIVERS DUTIES:**

1. Stop and render assistance.
2. Exchange names, addresses and registration numbers of vehicles involved also insurance details but do not make any admission of liability.
3. If a person is killed or injured - report full particulars to the nearest police station and to your Compulsory Third Party Insurer (see below).

NB: The driver is under no legal obligation to make a written statement to the Police or sign any statement prepared by the Police. In instances of fatal or serious injuries it is advisable to consult your Compulsory Third Party Insurance before making a statement (via Chief Executive Officer or the Transport Coordinator at Aged & Disability Services)

This bus is registered to the Colac Otway Shire. It is covered by a comprehensive insurance policy. It is also covered by RACV membership (in case of mechanical problems)

In case of accident or mechanical problems, contact the Transport Coordinator at Aged & Disability Services located at 6 Murray Colac on 52329420.

It is essential that the Transport Coordinator at Colac Otway Shire be informed of any problems before taking any action regarding repairs, towing etc. if at all practical.

Please use your common sense and observe your legal obligations.





# **RISK MANAGEMENT POLICY**

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**Policy No: 7.3**  
**Date Adopted: 28/3/2007**  
**File No: GEN01688**  
**Date Revised:**

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## 1. INTRODUCTION

### Policy Statement

Colac Otway Shire Council recognises that it is responsible and accountable for the management of risk as far as practicable at both corporate and community levels.

Council works in co-operation and consultation with employees to:

- Ensure ongoing active prevention of injury or illness to any person;
- Minimise or prevent risk and liability to Council; and
- Minimise damage or loss of any property.

Council provides a safe and healthy working environment for all employees and others involved with its activities and facilities.

Council acknowledges its corporate, financial and legal responsibility to effectively manage risks in all areas of its business activities. As far as is reasonably practicable Council will ensure that the organisation's operations do not place people, property or the environment at unacceptable levels of risk or harm.

Council is accountable for the property and assets under its control. This includes, but is not restricted to, observing procedures agreed between management and employees. Contractors and committees will observe and also adhere to all relevant statements contained within this policy.

Council's programs include strategic and economic development; managing Council's Infrastructure and the natural environment, providing community development and support services, quality management and customer service.

### Statement Of Commitment

The major risk for most organisations is that they fail to achieve their strategic, business or project objectives, or are perceived to have failed by their stakeholders. The Colac Otway Shire is committed to managing this risk by logically and systematically identifying, analysing, evaluating, treating, monitoring and communicating all risks that directly or indirectly impact on the Council's ability to achieve the vision and strategic objectives outlined in the Council Plan.

Council believes that good Risk Management is essential for the successful implementation of the Council Plan, as it:

- Facilitates innovation, cooperation and the sharing of resources.
- Enhances the development and delivery of Council programs.
- Supports the Council's key values and ethics.
- Encourages a closer working partnership between the Council and the community.
- Ensures consultation with all Stakeholders on key issues.
- Encourages a proactive approach to problem solving.

## 2. POLICY PRINCIPLES

The principles of the policy are to:

- Identify and analyse Council's liability associated with risk;
- Identify, evaluate and prioritise the Council's risk associated opportunities and threats, with a view to:
  - Exploiting opportunities; and
  - Reducing, mitigating, transferring or eliminating threats.

Policy No. 7.3  
Risk Management Policy

- Promote and support risk management processes throughout the Colac Otway Shire;
- Encourage the identification and reporting of potential risks;
- Implement processes to reduce risk and eliminate high risk activities;
- Recognise that successful risk management relies on input from ALL employees;
- Allow for more effective allocation and use of resources;
- Provide a basis for higher standards of accountability;
- Protect Council's corporate image as a professional, responsible and ethical organisation; and
- Implement key actions in minimising risk exposure.

### 3. RELATIONSHIP WITH COUNCIL PLAN

The management of risk is integral to achieving Council's mission as outlined in its Council Plan. The Shire's values of Respect, Integrity, Goodwill, Honesty and Trust have relevance to the Risk Management Policy. A strategy under the Leadership and Governance objective is "Continuously improve operational systems, processes and minimise risk".

### 4. DEFINITIONS

Definitions as per AS ISO/IS 31000:

**Risk** is the effect of uncertainties on objectives. The "effect" of the uncertainty is any deviation from the expected and can be positive or negative. The objective could be related to finance, health & safety or environmental and could impact on different levels of the organisation (Strategic, Operational or Project based etc).

**Exposure** is the extent to which an organisation and/or stakeholder is subject to an event.

**Risk Management** is the co-ordinated activities to direct and control an organisation with regard to risk.

**Hazard** is a source of potential harm.

**Event** is an occurrence or change of a particular set of circumstances.

**Likelihood** is the chance of something happening.

**Consequence** is the outcome of an event affecting objectives.

### 5. SCOPE

This policy includes all services and functional areas of the organisation, including contractors and consultants and at all levels of the organisation.

The policy encompasses risk management principles pertaining to all classes of risk and will be implemented across all sectors of the organisation. It requires a consistent, proactive and systematic approach to risk management at all levels of Council and council activities.

In order to manage risks in accordance with best practice, Council should comply with the requirements of ISO/IS 31000, Risk Management – Principles and Guidelines as well as Council's established ethical standards, values, policies, procedures and business practices.

**6. RISK MANAGEMENT REQUIREMENTS**

Risk Management shall be a consideration in all Council decision making processes. In accordance with its common law 'duty of care', statutory responsibilities and Council Policy, Council will ensure that resources are allocated to:

- Minimise Council's exposure to loss and litigation;
- Protect and enhance Council's Reputation;
- Protect Council's financial and physical assets;
- Implement employee health and safety programs;
- Capitalise on opportunities;
- Identify and manage risks which may cause loss or liability to Council; and
- Educate staff & Council to ensure there is a firm understanding of the principles associated with Enterprise Risk Management.

Maximum benefit is derived from the risk management processes through the:

- Commitment of Council and the Executive Management Team to risk management;
- Analysis of both external and internal risks;
- Establishment of risk management responsibilities throughout the Council;
- Communication throughout Council about risk;
- Regular monitoring and reporting on processes established to manage risk to the Risk Management Committee, to the Chief Executive Officer and the Audit Committee; and
- Integrating of risk management into the business planning process.

This will be achieved through the implementation of a risk management process, which is designed to identify significant risk exposures and find acceptable solutions for eliminating, reducing or transferring them.

**7. RESPONSIBILITY**

Management and Staff are to be familiar and competent in the application of Council's Risk Management Policy and be accountable for adherence to the policy within their areas of responsibility.

Council is responsible for adopting a Risk Management Policy and ensuring there is adequate budgetary provision for the implementation and maintenance of this policy.

The Audit Committee is responsible for:

- assisting the co-ordination of relevant activities of management, achieving the overall objectives of Council in an efficient and effective manner, including:
  - acting as an advisory of Council, to assist in discharging Council's responsibilities as they relate to the organisation's accounting policies, management systems, internal controls and financial reporting;
  - seeking assurance of efficient and effective external and internal audit processes;
  - assisting Council in managing its risk; and
  - reviewing compliance process with legislation.

Deleted: maintaining an

Internal Audit is essential to the management of financial risk. The Council's Audit Committee is separately constituted by the Council and is strategically linked to the Risk Management Committee through the attendance of staff at both committees.

Policy No. 7.3  
Risk Management Policy

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**Risk Management Committee** is responsible for:

- Ensuring Council's Risk Management practices operate within the framework provided by AS/ISO 31000 Risk Management – Principles and Guidelines, legislation and Council policy.
- Reviewing Council's Risk Management Policy and procedure by 30 November each year.
- Providing advice and assist management and staff in the management of risk within their areas of responsibility.
- Monitoring Risk Trends
- Supporting risk management awareness training throughout the Council.
- Reporting to the Executive Management Team on a quarterly basis.
- Providing an Action Progress Report to the Audit Committee on a quarterly basis.
- Reporting progress to Executive after each meeting.

**Risk Management Committee Composition**

*The Risk Management Committee will be comprised of individuals selected to ensure coverage of the Council's key risk areas, as identified by our insurers. Broadly, these risk areas are:*

- |                           |                           |
|---------------------------|---------------------------|
| • Physical Assets         | • Information Management  |
| • Recreation / Open Space | • Planning and Compliance |
| • Corporate Governance    | • Operations              |
| • Human Services          | • Contract Management     |
| • Fiduciary Control       |                           |

*Representation on the Committee will be at the management level and will be chaired and convened by the Risk Management Coordinator. The members of the Committee will be:*

- |                                                |                                                  |
|------------------------------------------------|--------------------------------------------------|
| • Risk Services Officer                        | • General Manager Corporate & Community Services |
| • Manager Organisation Support and Development | • Manager Recreation, Arts and Culture           |
| • Manager Sustainable Assets                   | • Senior Accountant                              |
| • Manager Cosworks                             | • Manager Planning and Building                  |
| • Manager Health & Community Services          |                                                  |

**Chief Executive Officer** is responsible for:

- Understanding the principles of Risk Management, including their application to resource conservation and incident/claim reduction.
- Ensuring that the Council meets its "duty of care" to all staff and the general public and protects its assets and operations through:
  - Education.
  - Appropriate risk financing.
  - Adequate loss control programs and measures.



Policy No. 7.3  
Risk Management Policy

- Monitoring and evaluating the performance of General Managers against their Risk Management responsibilities.
- Leading the Executive Management Team in the development of the Council's Business Continuity recovery program.
- Assisting the Council in the development and revision of the Council Plan.
- Develop agreed and assessable success measures with all General Managers, to support the Strategic Objectives contained in the Council Plan.
- Promoting Risk Management as a vital business principle.
- Monitoring the implementation of the Risk Management Policy and Risk Management procedure across the organisation.
- Ensuring the provision of a safe and healthy work environment.
- Implementation of appropriate safe work practices and control measures in accordance with the Occupational Health & Safety Act 2004, its amendments, Regulations and related Codes of Practice and Australian Standards.
- Maintaining Council's Risk Register:
  - review and prioritise all risks entered on the register;
  - review action plans against all identified risks;
- Ensuring that Council's assets and operations, together with liability risks to the public, are adequately protected through appropriate risk financing and loss control programs and measures.
- Providing risk management related information to all staff.
- Advising Council of significant risks, strategies and resource implications.
- Monitoring and ensuring treatments are developed for the items identified in the Risk Register.

**General Managers are responsible for:**

- Understanding the principles of Risk Management, including their application to resource conservation and incident/claim reduction.
- Ensuring that the Council meets its "duty of care" to all staff and the general public and protects its assets and operations through:
  - Education.
  - Appropriate risk financing.
  - Adequate loss control programs and measures.
- Developing agreed and assessable success measures with the CEO, to support the Strategic Objectives contained in the Council Plan.
- Promote Risk Management as a vital business principle.
- Ensure that proposed events and projects within their jurisdiction are not approved without a formal risk assessment that effectively identifies and manages all the risks associated with them.
- Monitoring and evaluating the performance of managers against their Risk Management responsibilities.
- Developing approved Business Unit Plans to support the Council Plan, linking all individual Business Objectives to the Council's Strategic Objectives.
- Monitoring all risks and associated Risk Management Plans entered into the Council's Risk Register which fall within their jurisdiction.
- Ensuring the provision of a safe and healthy work environment.
- Implementation of appropriate safe work practices and control measures in accordance with the Occupational Health & Safety Act 2004, its amendments, Regulations and related Codes of Practice and Australian Standards.
- Maintaining Council's Risk Register:

Policy No. 7.3  
Risk Management Policy

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- review and prioritise all risks entered on the register;
- review action plans against all identified risks;
- Ensuring that Council's assets and operations, together with liability risks to the public, are adequately protected through appropriate risk financing and loss control programs and measures.
- Providing risk management related information to all staff.
- Advising Council of significant risks, strategies and resource implications.
- Monitoring and ensuring treatments are developed for the items identified in the Risk Register.

**Risk Services Officer** is responsible for;

- Assisting with the implementation of an effective Risk Management System to ensure Council takes a proactive role in managing:
  - WorkCover;
  - Public Liability;
  - Professional Indemnity;
  - Industrial Special Risks and
  - Motor Vehicle claims for Council staff, works, services and facilities.
- Providing advice and assistance to all Council staff in relation to the development and implementation of an effective Risk Management System that complies with AS/ISO 31000 Risk Management – Principles and Guidelines encouraging all Council staff, contractors and volunteers to actively employ Risk Management processes in their decision making.
- Assisting all staff with the procedural aspects of Risk Management.
- Maintaining Council's Risk Register.

**Managers, Co-ordinators and Team Leaders** are responsible for;

- Understanding and observing the Risk Management Policy and related procedures.
- Making loss control/prevention a priority whilst undertaking daily tasks in Council's operations.
- Providing a safe and healthy work environment, in accordance with the Occupational Health and Safety Act 2004, its amendments, regulations and related Codes of Practice and Australian Standards.
- Providing assistance and requested information in relation to any insurance claim or risk management issue, in a timely manner.
- Ensuring that Council responds immediately to any report of a hazard or incident received from a resident, employee or visitor.
- Advising of any risk management matter that should be incorporated in forthcoming budgets.
- Monitoring and ensuring treatments are applied for the items identified in the Risk Register.
- Understanding the principles of Risk Management, including their application to resource conservation and incident/claim reduction.
- Monitoring and evaluating the performance of Team Leaders against their Risk Management responsibilities.
- Contributing to the development of the Council's Business Continuity recovery program.
- Assisting their General Manager in the development and maintenance of Business Unit Plans.
- Assisting their team members/staff in the identification, evaluation and mitigation of risks associated with their success measures.

Policy No. 7.3  
Risk Management Policy

- Advising of any risk issues within their jurisdiction that should be incorporated in forthcoming budgets.
- Promoting Risk Management as a vital business principle.

**Staff, Volunteers and Contractors are responsible for:**

- Understanding and observing the Risk Management Policy and related procedures.
- Making loss control/prevention a priority whilst undertaking daily tasks in Council's operations.
- Performing duties in a manner which is without an unacceptable level of risk to their own health and safety, other employees, Council's customers, visitors, contractors or the community in general.
- Reporting any illness, injury, hazard, near miss or incidents and losses as soon as they are detected to their manager or coordinator.
- Providing risk management related information, as requested by their manager.
- Assisting their manager in the identification and management of risks to be entered into the Council's Risk Register.
- Contributing to the development and implementation of Risk Action Plans and strategies within their jurisdiction.
- Identifying evaluating and mitigating risks associated with their agreed success measures.
- Providing timely assistance and requested information in relation to any insurance claim or Risk Management issue

**Contracts Co-ordinator, Manager Sustainable Assets, Manager Capital Works, Manager Major Projects are to:**

- Ensuring that tenders issued and contracts let by Council comply with the Risk Management, Insurance and Indemnity requirements of AS 4000 and conform to the intent of Council's Risk Management Policy and procedure.
- Managing contracts to ensure their compliance with the above.

**Events Co-ordinator**

*In addition to their generic responsibilities under this Policy, the Events Co-ordinator is to undertake and document a formal risk assessment for all proposed events/projects, prior to their submission for funding consideration. This assessment must:*

- Consider known risks identified for similar events/projects.
- Identify unique risks associated with a particular event/project.
- Where possible, modify the event/project's design to eliminate or at least minimise these known risks.
- Where risks cannot be eliminated through redesign or re-engineering, establish plans to mitigate the risk to an acceptable level during an event or after a project's completion/implementation.

**Building Maintenance Officer**

*In addition to his or her generic responsibilities under this Policy, the Building Maintenance Officer will:*

- Develop and maintain an inspection program for all Council owned and controlled buildings, which complies with all Council's statutory and regulatory obligations.

Policy No. 7.3  
Risk Management Policy

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- Generate maintenance activities from inspections conducted.
- Ensure that maintenance activities are carried out in accordance with applicable specifications and standards.

#### 8. DISSEMINATION AND REVIEW

This policy will be communicated throughout the organisation on endorsement.

A regular review of all Council's activities is to be undertaken in order to assess the level of compliance with the Risk Management Policy. Progressive adjustment of practices will be undertaken, including the documentation and recording of those practices, to achieve full compliance with this Policy.

#### 9. PERFORMANCE REVIEW

This policy is to be reviewed on an annual basis by the *Risk Management Committee*.

Council shall ensure that there is ongoing review of its risk management system to ensure continued suitability and effectiveness in satisfying the requirements of **AS/ISO 31000 Risk Management – Principles and Guidelines**, and its Risk Management Policy. Records of such reviews shall be maintained. Council shall take part in regular audits to ensure compliance with relevant legislative requirements, these may include SafetyMap, Civic Mutual Plus (CMP) audits, Jardine Mutual Asset Protection Program (JMAPP) audits.

The objective is for Council to be ultimately recognised as achieving and maintaining best practice standards for managing risk within Local Government.

#### 10. RISK REGISTER/RISK MANAGEMENT PROCESS

This policy provides the basis for the management of risk within the Colac Otway Shire. This policy should be read in conjunction with the Risk Register, legislation and the associated Risk Management procedures.

#### 11. RELATED DOCUMENTS

- OH&S Manual
- ISO/IS 31000 Risk Management – Principles and guidelines
- ISO Guide 73 Risk management - Vocabulary
- AS 4000 General Conditions of Contract
- Colac Otway Shire Council Plan
- Colac Otway Shire Risk Management Procedure



# CLOSURE OF UNUSED GOVERNMENT ROADS, LICENCING OF AN UNUSED ROAD OR WATER FRONTAGE POLICY

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Policy No: 13.1

Date Adopted: 24/5/2006

File No: GEN01688

Revised: xx/xx/09

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Deleted: 26/07/1996

Deleted: 24/5/06

1. INTRODUCTION

This policy applies a procedure for the closure of unused roads and the granting of licences for unused roads and water frontages.

2. RELATIONSHIP WITH COUNCIL PLAN

~~This policy recognises Council's objective of Physical Infrastructure and Assets to provide and maintain Council infrastructure and assets that meet community needs now and into the future.~~

~~A part of this is the responsible management of our assets through the development of asset management plans and direction provided by these plans.~~

**Deleted:** A component of Cotac Otway Shire Council's mission is to manage Council's infrastructure for the purpose of providing services and activities to enhance the quality of life of our residents and visitors.¶  
**Deleted:** An objective  
**Deleted:** ¶

3. OBJECTIVES

The objective of this policy is to provide a framework in relation to the process to be undertaken when considering applications for the closure of unused roads and the granting of licences for unused roads and water frontages.

4. CRITERIA AND GUIDELINES

- Upon receipt of notification from the Government Department administering the *Land Act 1958* (Sections 349 and 400) for Council consent to the ~~declaration of a road as unused or to licence an unused road or water frontage, the General Manager Infrastructure and Services~~ is to ascertain whether the road or water frontage is required for traffic or access or any other legitimate purpose.
- If the road or water frontage is considered not to be required then the appropriate form shall be signed by the Chief Executive Officer on behalf of Council and returned to the Department.
- Whenever consent is granted to close an unused road or to licence an unused road or water frontage, the General Manager Infrastructure and Services shall notify the Manager – Finance and Customer Services to enable updating of rate records.

**Discontinuance of roads used for access**  
 (Schedule 10 Clause 3, *Local Government Act 1989*)

- Where a ratepayer(s) request for a road or part of a road to be ~~discontinued and/or in the opinion of the General Manager Infrastructure and Services a road is not required for traffic or public use, the General Manager Infrastructure and Services may proceed to discontinue the road by a notice published in a local newspaper and notifying abutting landowners that submissions can be made to the proposal.~~
- If no submissions or objections have been received and their appears to be agreement for the closure the General Manager Infrastructure and Services may proceed to have the road or part of the road closed .
- If submissions are received concerning the ~~discontinuance, these will be considered by Council in accordance with Section 223 of the Local Government Act 1989 and a final decision shall be made by Council following preparation of a report by the General Manager Infrastructure and Services.~~

**Deleted:** closing  
**Deleted:** an  
**Deleted:** road  
**Deleted:** licences  
**Deleted:** Where a ratepayer(s) request for a road or part of a road to be closed and/or in the opinion of the General Manager Infrastructure and Services is not required for traffic or use, the General Manager Infrastructure and Services may proceed to close the land by a notice published in a local newspaper and notifying abutting landowners that submissions can be made to the proposal.  
**Deleted:** Matters to be taken into account¶  
 ¶ Matters to be taken into account by the General Manager Infrastructure and Services when ascertaining the usage of roads and/or water frontage are:¶  
 ¶  
 ¶ <#>Number of properties abutting the road using the water frontage:¶  
 ¶ <#>Whether the reserve is required for drainage or serving properties:¶  
 ¶ <#>Cost of maintaining the unused road under existing conditions:¶  
 ¶ <#>Properties obtaining access and alternative access points:¶  
 ¶ <#>Requirements of property owner(s) abutting or using the road or water frontage if any:¶  
 ¶  
 ¶  
 ¶  
**Closure**  
**Deleted:** closed  
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- Where the road to be discontinued is determined to not be required for public use, will not adversely impact on service delivery, and has the endorsement of Council where necessary, the discontinuance may be confirmed via a notice published in the Victoria Government Gazette.

**Matters to be taken into account**

As a general principal, road reserves should be retained for intended purpose, this is regardless of whether a particular reserve is currently used or not.

Over time the requirements for use of a road reserve will change, some reserves remain as being unutilised, whilst others may become a very important part of Council's road network. In time, unused or unconstructed road reserves could very well be required and it is particularly important to thoroughly consider any application to licence or to discontinue a road. This is particularly pertinent when considering the provision of access to individual parcels of land.

Matters to be taken into account by the General Manager Infrastructure and Services when ascertaining the usage of roads and/or water frontage are:

- Number of properties abutting the road or using the water frontage;
- Whether the road is required for drainage, infrastructure works or for the servicing of properties;
- Cost of maintaining the unused road under existing conditions;
- Properties obtaining access and alternative access points along the road or water frontage; and
- Requirements of property owner(s) abutting or using the road or water frontage if any.

Further consultation may be undertaken with other relevant Council units such as Planning, Environment or Recreation to determine that the proposal is of community benefit, is in accordance with Council planning controls, does not impact adversely on environmental values and that the portion of road is not reasonably required for any other Council purpose.

**Re-opening of licensed unused roads or water frontage**

Council may in accordance with Section 407(1) of the Land Act 1958 instruct the Department to cancel or amend a licence issued in respect of any unused road should it consider it desirable in the public's interest.

Such instruction should be in writing and specify the extent of any amendment or cancellation of a licence.

In the incidence that licence has been cancelled, the road to which that licence related shall cease to be unused and reverts back to the management of Council.

Deleted: Matters to be taken into account by the General Manager Infrastructure and Services when ascertaining the usage of roads and/or water frontage are.

Deleted: ¶  
<#>Number of properties abutting the road or using the water frontage;¶  
<#>Whether the road is required for drainage or servicing properties;¶  
<#>Cost of maintaining the unused road under existing conditions;¶  
<#>Properties obtaining access and alternative access points along the road or water frontage; and¶  
<#>Requirements of property owner(s) abutting or using the road or water frontage if any.¶

**5. IMPLEMENTATION AND REVIEW**

This policy will be implemented by Infrastructure and Service Department Staff and is subject to a periodic review.

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**6. RELATED LEGISLATION**

- Land Act 1958
- Local Government Act 1989

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7. . RELATED POLICIES/PROCEDURES/GUIDELINE S¶  
¶  
¶  
¶  
¶  
8. . ATTACHMENTS . . ¶  
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¶







# DISPLAY/LOCATE SIGN/S AND GOODS ON THE FOOTPATH/ROAD RESERVE POLICY

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Policy No: 13.3

Date Adopted: 24/5/2006

File No: GEN01688

Revised: ,

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Deleted: 18/10/95

Deleted: 27/1/04 & 24/5/06

**1. INTRODUCTION**

This policy is framed having regard to the adoption of General Local Law No. 2 – 2005 Section 74.

This policy outlines the conditions and nature of items allowed to be displayed on footways.

**2. RELATIONSHIP WITH COUNCIL PLAN**

~~Council's vision is to work together with our community to create a sustainable vibrant future.~~

**Deleted:** To ensure the amenity of the Colac Otway Shire can be enjoyed by a diversity of people, as specified in Council's Vision, this policy has been developed to allow for safe and equitable display of items on footpaths and streets.

**3. POLICY**

This policy applies to any trader who wishes to display A-frame information boards or chairs and tables (or other items) between the kerb and the property line.

**Deleted:** ¶

**3.1 A-FRAME INFORMATION BOARDS**

Council may permit one A-Frame advertising board or similar sign per business operating from a single premise if practicable and safe to do so, provided the following conditions are met:

**Deleted:** in front of any premises

1. The advertising sign must not unduly obstruct thoroughfare or access and is positioned between 1.5 m and 0.6 m from the kerb and in front of the premises.
2. The sign must be fabricated from sound material and not exceed 1.0m by 0.6m. They are to be constructed in a safe and efficient manner and kept in good repair.
3. It is only displayed during the normal business hours and in front of the associated premises or the arcade in which the premises is located.
4. Satisfactory evidence is produced that a public liability insurance policy is in place with a cover of at least \$10 million and the Colac Otway Shire is endorsed on the policy as being insured.
5. Council or its authorised officers reserve the right to revoke any permit at any time and require removal of the sign.
6. A permit fee or other amount as fixed by the Council as part of the annual Budget process and shall be payable.
7. An approval sticker as provided by the Council is to be displayed in the front window to which the items belong.
8. The erection or placing of A-Frame advertising signs are prohibited in some areas specified by Council:
  - a) on any footpath other than a Commercial zone;
  - b) on a road and within 2.0 metres of the property boundary;
  - c) on a road beyond 1.5 metres or within 0.6 metres of the back of the kerb adjacent to a parking lane or kerb in front of which vehicles may angle park;

**Deleted:** shall

**Deleted:** on the sign at all times. Signs not displaying the sticker may be impounded

**Deleted:** 18/10/95

**Deleted:** 24/5/00¶

Policy No. 13.3  
Display of Items on Footpath/Streets Policy

- d) over any footpath or road where the resulting vertical clearance is less than 2.1 metres;
- e) on any part of a nature strip, reserve or shoulder which is:
  - (i) within 4m of the edge of the traffic able part of the carriageway;
  - (ii) within the following distances from intersections with roads which are 6 m or more wide and which are not controlled by traffic lights.

| Speed* on the road up to | Distance to left | From intersection to right# |
|--------------------------|------------------|-----------------------------|
| 50 km/h                  | 25 m             | 50 m                        |
| 60 km/h                  | 30 m             | 60 m                        |
| 70 km/h                  | 35 m             | 75 m                        |
| 80 km/h                  | 45 m             | 100 m                       |
| 90 km/h                  | 60 m             | 135 m                       |
| 100 km/h                 | 85 m             | 180 m                       |

\* "Speed" means the speed limit or 85<sup>th</sup> percentile speed whichever is higher.  
 # "Left" or "Right" means directions along a two way principal road carriageway viewed from the side road. Where the principal road is one way, the distance "to right" applies in the appropriate direction.

- f) on a sealed carriageway or within 2m of one;
- g) on any vehicle parked or left standing on a road;
- h) in any other location which, in the opinion of an Authorised Officer, it is likely to obstruct motorists lines of sight or cause danger to any road user.

3.2 TABLES, CHAIRS AND OTHER ITEMS

Council may permit tables and chairs or display of goods in front of any premise provided the following conditions are met:

1. That where a footpath is less than 2 metres in width, Council's authorised officers prior to granting permission for the placement of any board, table or chairs consider the travel free space available to pedestrians is guaranteed.
2. The table and chairs or goods must not unduly obstruct thoroughfare or access and is positioned between 1.5m and 0.6m from the kerb and in front of the premises.
3. They are only located during the normal business hours and in front of the associated premises or the arcade in which the premises is located.
4. Satisfactory evidence is produced that a public liability insurance policy is in place.
5. Council or its authorised officers reserve the right to revoke any permit at any time and require removal of the tables and chairs or other items.
6. An approval sticker as provided by the Council is to be displayed in the front window to which the items belong.

Deleted: shall  
 Deleted: on the table or goods at all times. Items not displaying the sticker may be impounded.

3.3 APPLICATION FORM

The appropriate application for a permit to display/locate signs and goods on the footpath/reserve or Council land must be completed by the trader prior to a permit being issued. The fees related to the cost of these permits are set annually by Council as part of its budget process.

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4. IMPLEMENTATION AND REVIEW

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

Deleted: 18/10/95  
 Deleted: 24/5/06

Policy No. 13.3  
Display of Items on Footpath/Streets Policy

**Application for Permit Display / Locate Sign & Goods  
on the Footpath / Road Reserve or Council Land**

General Local Law 2 - Section 74

Permit valid 1<sup>st</sup> April to 31<sup>st</sup> March

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Application for Permit¶

Applicant's Name: \_\_\_\_\_

Name of Business: \_\_\_\_\_

Address of Business: \_\_\_\_\_

PH: (BH) \_\_\_\_\_ (AH) \_\_\_\_\_ (FAX) \_\_\_\_\_

Business Hours Start Time: \_\_\_\_\_ End Time: \_\_\_\_\_

Please ensure that the following information is attached with this application.

> **INSURANCE POLICY: ("CERTIFICATE OF CURRENCY" REQUIRED)**

Applicant's Public Liability Insurance Policy 'Certificate of Currency' noting Colac Otway Shire as an interested party (with proof of a minimum \$10 million Public Liability Insurance\* coverage) attached. Please be advised that it is the applicant's responsibility to ensure that the insurance policy covers the activity or event relevant to the application.

**A SKETCHED PLAN OF PREFERRED LOCATION OF SIGNS/DISPLAY RACKS/TABLES & CHAIRS/MOTOR VEHICLES/MACHINERY**

TYPE OF PERMIT REQUIRED (Please tick)

- Frame Advertising Board      \$80.00
- Goods/Display Racks      ..... @ \$45.00 for 1<sup>st</sup> sq .metre, then  
\$30.00 per sq metre thereafter = \$.....
- Tables & Chairs      \$55.00 for 1<sup>st</sup> Table & 4 Chairs and \$40 each  
Unit thereafter = \$.....
- Motor Vehicles/Machinery      ..... @ \$45.00 for 1<sup>st</sup> sq .metre, then  
\$30.00 per sq metre thereafter = \$.....

Deleted: ¶  
INSURANCE POLICY:¶  
<#>In the name of the applicant¶  
<#>With coverage for the permitted activity¶  
<#>That is current and remains current¶  
With liability cover for a minimum of \$5 million¶  
Deleted: ¶

Note: fees are set as part of the annual budget process

**"NOT VALID UNTIL PERMIT IS ISSUED"**

Applicant's Signature: \_\_\_\_\_ Date \_\_\_\_\_

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**DECLARATION:**

The Colac Otway Shire Council collects personal information to levy rates, issue permits and licences, and provide a variety of community services. The information collected in this form is used only for the purposes contemplated by the form (primary purpose) and is not passed on to third parties. In some instances however, disclosure is required by law or is necessary for the protection of persons or property. Where this occurs, Council will take every reasonable step to ensure your privacy is protected in accordance with the Information Privacy Act 2000 (Vic). Should you need to change or access your personal details, or require further information about Council's Privacy Policy contact our Privacy Officer on 5232 9400.

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Date Adopted: 24/5/06  
File No: GEN01688

Page 4 of 4  
Revised: \_\_\_\_\_

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# INSTALLATION AND USAGE OF STOCK UNDERPASSES POLICY

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Policy No: 13.4

Date Adopted: 24/5/2006

File No: GEN01688

Revised:

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Policy No. 13.4

Installation and Usage of Stock Underpasses

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1. INTRODUCTION

Many farmers own land on both sides of roads which requires the frequent movement of stock across the road.

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The stock movement poses a risk to the safety of motorists and the people in charge of the stock. It can also result in damage to the road surface, shoulders and drainage system which becomes a maintenance cost to the Council.

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2. RELATIONSHIP TO COUNCIL PLAN

This policy recognises Council's objective of Physical Infrastructure and Assets.

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"Council will provide and maintain Council infrastructure and assets that meet community needs now and in the future."

This document sets out Council's policy with respect to the installation of stock underpasses on the road network within the Shire.

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3. POLICY

The purpose of a policy for the installation of stock underpasses is to improve the safety of the road network by assisting local farmers to construct underpasses to allow for the daily movement of stock across the road carriageway safely without affecting other uses of the carriageway.

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Stock Underpasses

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Council supports the construction of stock underpasses as a means for improving road safety and limiting the damage to the road and its verges resulting from the movement of stock across roads.

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When budget provisions allow, Council will endeavour to assist farmers to construct approved underpasses in suitable locations.

Council will offer assistance, as outlined in Guidelines in the form of a cash reimbursement up to \$3,000 excluding GST for costs associated with the guardrail installation and road reinstatement.

The property owner requesting the underpass shall be responsible for all other costs.

All underpasses must have a concrete floor and provisions included for drainage.

The location, design and construction of the underpass must be approved by the General Manager Infrastructure and Services. In addition the crossing shall comply with the current Vic Roads highway loadings and recommended structure widths for the particular road under consideration as determined by VicRoads Guidelines.

Ongoing maintenance and repair of the underpass is the responsibility of the property owner served by the underpass.

**Approvals**

All underpasses are to be constructed in accordance with an approved engineer's design.

When seeking approval to construct a stock underpass, plans must be provided that show a detailed locality plan and all design details necessary for the construction of the underpass including a set of structural computations. Information and design necessary to provide the appropriate drainage must also be submitted. Approvals will not be granted where:

- a) There is less than 1.8m clear height in the underpass; or
- b) Where guardrails are not specified in accordance with the current Vic Roads standard.

Where an underpass is to be constructed under a local road, approval is to be obtained from Council.

Where an underpass is to be constructed under a declared main road, approval is to be obtained from both Vic Roads

**4. GUIDELINES****Council Financial Assistance**

Council assistance will be limited up to a maximum of the lesser of (a) 15% of construction costs of the underpass under the road formation including the reinstatement of the seal surface and associated safety guardrail, but excluding approach tracks and fencing; or (b) \$3,000 + GST. The property owner requesting the underpass shall be responsible for all other costs.

**Specific Conditions**

Upon approval of plans, the applicant shall enter into a formal standard agreement which shall be registered on title pursuant to Section 173 of the Planning and Environment Act which formalises the following arrangements and shall bind the applicant to the special conditions (see attached standard agreement).

**Other Conditions**

- i) The crossing is to be constructed in accordance with an approved design prepared by a structural engineer;
- ii) The underpass must be connected to an approved drainage system;
- iii) Appropriate service authorities such as Telstra and Powercor are to be advised of the proposed works;
- iv) Colac Otway Shire Asset Management Unit is to be advised at least 48 hours prior to the commencement of works;
- v) Traffic control signs are to be erected in accordance with Worksite Traffic Management (Roadworks Signing) Code of Practice and maintained for the duration of the works.
- vi) Approved backfilling around culverts must be placed in layers of not more than 150mm deep and must be thoroughly compacted before proceeding to the next layer;
- vii) The top 300mm of the backfill must be approved road making material, compacted in accordance with (vi) above;

- Policy No. 13.4  
Installation and Usage of ~~Stock Underpasses~~
- viii) Guard rails must be erected in accordance with the requirements of VicRoads current standards and to the satisfaction of the Manager Asset Management;
  - ix) Colac Otway Shire is to be notified of completion of works and will arrange for the sealing of the surface as soon as practicable at full cost to the landowner;
  - x) Council must be indemnified against any claims for damages resulting from any losses or injury associated with the ~~stock underpass~~;
  - xi) The landowner is required to maintain in good condition at all times, the underpass, drainage, guard rails and approaches to the complete satisfaction of the Manager ~~Sustainable Assets~~;
  - xii) "as constructed" drawings are to be supplied to the Colac Otway Shire, Asset Management Unit including all levels of the floor of the crossing, within 4 weeks of completion of the work.
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**5. IMPLEMENTATION AND REVIEW**

This policy will be implemented by the Colac Otway Shire and is subject to periodic review.



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**FORMAL STANDARD AGREEMENT**  
(Section 173 of the Planning and Environment Act)

THIS DEED OF AGREEMENT is made the \_\_\_\_\_ day of \_\_\_\_\_ BETWEEN

COLAC-OTWAY SHIRE COUNCIL of 2-6 Rae Street, Colac in the State of Victoria  
(hereinafter called "Council")

AND

Dairy Farmers (herein after called "the User")

RECITALS:

A

.....  
.....  
are the owners of certain land abutting both sides of the Road being the land more particularly described as ..... (hereinafter called "the Land") and desires to construct a stock underpass under ..... to enable stock to cross under that road.

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B Council, will consent to the construction of the stock underpass subject to the following conditions:

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In consideration of Councils' approval to the User causing a stock underpass to be built under..... and permitting the User to use the stock underpass the User agrees that:

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I. The stock underpass (the works) shall be constructed in accordance with plans submitted by..... being Drawing Reference sheet ..... as amended to accord with Councils' requirements and which, as amended shall have met the approval of Council.

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II. The materials and works required to fully construct the stock underpass shall be supplied and carried out by a contractor approved by Councils' General Manager - Infrastructure at the User's expense, subject to any agreed contribution by Council, and shall be maintained by the contractor at the User's expense for a period of Four months after completion.

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III. The User shall obtain all relevant approvals and/or permits and ensure the Works, including the fenced approaches and walkways, are constructed in accordance with the plans and to the satisfaction of Council.

IV. The User shall be responsible for the maintenance, repair and drainage of the stock underpass and shall reimburse to Council within one month of receiving a demand to do so to do any reasonable costs and expenses Council may incur in repairing or maintaining the stock underpass and drainage should the User fail to do so. Council will accept liability for the cost of repairs attributable to a specially authorised overloaded vehicle travelling over the underpass, prior notification which will be given by Council to the User. The User shall notify Council of any such known damage within 28 days.

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V. The User shall advise any future purchaser of the Land of any part thereof in writing of the existence and contents of this agreement. The User shall advise Council in writing of any such change in tenure of ownership of the Land or any part thereof within 28 days of such change.

Policy No. 13.4  
Installation and Usage of Stock Underpasses

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VI. The User shall;

A. wholly indemnify and hold harmless Council against any and all demands actions and claims or suits for damages brought against Council by any body or party in respect of the construction, existence and/or use of the stock underpass; and

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B. protect itself and Council against any legal action which may result from the design construction and/or usage of the stock underpass or its approaches by obtaining an adequate insurance cover by a reputable insurer for an amount agreed to by Council and in default of such an agreement for an insured amount nominated by an independent broker agreed to by the parties, or in default of such agreement an amount nominated by the President for the time being of the Law /Institute of Victoria.

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VII. If Council is of the opinion that the stock underpass is in need of Cleaning or repair for those matters for which the User is responsible a notice may be served on the User directing that such cleaning and/or repairs as specified in the notice shall be carried out by the User within a period of 28 days after service of the notice.

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In default of compliance by the User with such notice Council may carry out the repairs and charge the cost thereof to the user. Such cost may be recoverable in a court of competent jurisdiction.

VIII. The stock Underpass shall:

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A. only be used for the passage of stock and by persons authorised by the User to assist with the passage of stock for which sole purpose this permission is granted;

B. not be used for the housing of animals, vehicles or farm machinery, or for the storage of produce or material at any time.

IX. No attachments shall be made to any part of the stock underpass without prior approval in writing from Council.

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X. The User acknowledges that its continued use of the stock underpass is subject at all times to compliance by the User with terms of this Agreement. In the event of structural failure or evidence of structural weakness of the underpass, the User shall be responsible for rectifying the faults or removing the underpass and reinstating the road to proper condition. In the event of the road being widened and/or realigned in the future, Council; would bear the cost of extending or relocating the underpass.

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XI. No compensation shall be claimed from or paid by Council upon termination of the usage of the stock underpass in accordance with the terms of this agreement by mutual consent of Council and the User.

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XII. The User's rights to use the stock underpass as set out in this agreement shall pass on to its successors in title subject to the provisions of this agreement.

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XIII. This agreement shall be for a period of five years commencing on ..... and terminating, subject to any clause contained herein on .....

Policy No. 13.4  
Installation and Usage of Stock Underpasses

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- XIV. "Provided the User is not in breach of this Agreement, the User may elect by notice in writing to be delivered to Council no less than three months prior to the expiration of the initial term of Agreement and any extension(s) of the term thereof extend the period of this Agreement for a further five years. The length of the Agreement shall therefore be five years with three further option periods of five years each, ie 5x5x5x5. Extension of this agreement pursuant to the exercise of an option period shall be deleted, so that at the end of the first period, there is only a further 5x5x5 years to run, after ten years then a further 5x5, and so forth".
- XV. "A notice (including, without limitation a document) shall be deemed to have been given when it is received by the person to whom it is addressed or is delivered to the address of that person stated in the Agreement or last communicated in writing by that person to the person giving the notice, whichever is the earlier".
- XVI. This Agreement supersedes any and all prior arrangements, agreements or undertakings and shall be binding notwithstanding any prior arrangements, agreements or undertakings made which may conflict with or be at variance with this agreement or any correspondence or document relating to the subject matter of this agreement which may have passed between parties hereto.
- XVII. Continued use of the underpass after the term of agreement will be subject to further agreement at that time. If there is no renewal of the agreement, the User will be responsible for removing the underpass and reinstating the road to proper condition.

**IN WITNESS** whereof the parties hereto have hereunto set their hands and seals the day and year first set herein before written.

**COLAC-OTWAY SHIRE COUNCIL**

The Common Seal of the Colac-Otway Shire Council was hereto affixed in accordance with its Local Law No. 4.

.....  
**Chief Executive Officer**

**SIGNED SEALED AND DELIVERED**  
by the said Users in the presence of .....

.....  
**Witness**





# ASSET MANAGEMENT POLICY

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Policy No: 13.7

Date Adopted: ~~28/3/2007~~

File No: GEN01688

Revised: ,

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Deleted: 27/8/03

Deleted: 28/7/06, 28/3/07, xx/xx/09

**1. PURPOSE**

The purpose of this policy is to:

- Set the framework that supports the management of Council's assets,
- Set Council's broad corporate goals and objectives for the management of its assets incorporating a life-cycle approach to *asset management*,
- Ensure service delivery needs form the basis of *asset management*,
- Provide for present needs while sustaining resources for future generations, and
- Define the role of Council and to guide decision makers in providing quality management of its assets.

**2. INTRODUCTION**

Colac Otway Shire Council owns and uses assets to support its core businesses, namely the delivery of services to the community. Some assets are also utilised for Council's own operational needs.

A consistent, proactive approach to *asset management* is required at all levels of Council.

Asset Management relates directly to the objectives of the Council Plan, and will ensure that Council delivers an appropriate level of service through its assets. This will provide a positive impact on the ability of Council to deliver the expected level of services and infrastructure.

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Colac Otway Shire Council is committed to managing its assets in accordance with recognised best practice. This includes ensuring assets are planned, created, operated, maintained, replaced or disposed of in accordance with Council's priorities for the services it delivers.

Colac Otway Shire Council will review and manage its assets in accordance with the principles of this policy.

The management of Council's assets will be within the framework outlined in Section 5.0, Asset Management Framework. The framework is illustrated in Figure 1.0.

The benefits of a strategic approach to establishing the asset management policy include:

- Better allocation of limited council resources,
- Improved alignment of assets with services and community expectations,
- Reduced demand for new council assets through better integration of service planning and asset planning,
- More effective use and maintenance of existing council assets,
- Improved processes and accountability for capital and recurrent works, and
- Increased use of sustainable development solutions.

**3. SCOPE OF THE POLICY**

The asset management policy is to be implemented across all sectors of the organisation.

It is intended that the implementation of this policy will provide the impetus to improve and guide existing asset management practices in line with current best practice.

The philosophy underlying this policy is that Council should be able to maintain and rehabilitate its assets, both in the short term and long term, in a condition which satisfies the community, minimises the risk to both the public and the environment, and which is affordable.

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**4. DEFINITIONS**

Asset management is the process of guiding the acquisition, use and disposal of assets to make the most of their service delivery potential and manage the related risks and costs over their entire life cycle.

In its simplest terms, asset management is about the way in which we look after the assets around us, both on a day-to-day basis (maintenance and operations) and in the medium to long term (strategic and forward planning).

Words in italics are defined in the Glossary at the rear of the policy.

**5. ASSET MANAGEMENT FRAMEWORK**

The framework as illustrated creates a logical structure for grouping asset management functions.

The purpose is to provide a tool to decision makers who are responsible for the effective and efficient management of assets.

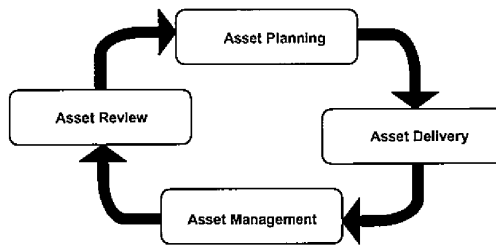


Figure 1.0 - Asset Management Framework

**5.1 Principles**

Council will fulfil its obligation to manage its assets in accordance with recognised best practice. This will require the establishment of clear linkages between the asset manager, service providers, stakeholders and maintenance providers.

The following principles provide for improved asset management and are arranged according to the framework elements.

1. Asset Planning
2. Asset Delivery
3. Asset Management
4. Asset Review

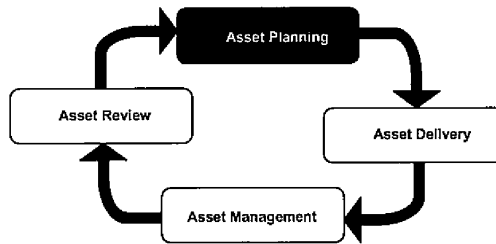
The principles are listed in dot point form after a brief description of each framework element.

**5.2 Asset Planning**

Asset Planning refers to how Council responds to the service needs of the community and to ensure that the asset is the most effective solution to meet the customers need.

When undertaking service planning and evaluation, the assessment of asset needs to support service delivery gives consideration to:

- Level and nature of demand,



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- Changing trends in demand,
- Review of adequacy of existing assets and need for new or refurbished assets,
- Identifying potential options for meeting demand (eg provide assets, influence demand, outsource asset provision/lease assets), and
- Consider the need for ongoing provision of existing services.

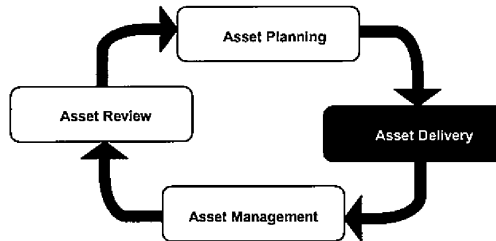
**5.2.1 Asset Planning Principles**

- Clearly identified processes will guide the consideration of new projects.
- All projects will be subject to basic scoping and analysis.
- Business Cases will be developed to support the allocation of budgets and assist in determining priorities.
- If necessary, projects will be scheduled over two or more financial periods for the investigation, design and construction phases.
- Risk analysis at project initiation stages is undertaken to mitigate future Council liability.
- Council's various strategic plans are used as a reference in assessing community needs, level and nature of demand.
- A Capital Investment Program with a three-year outlook will be developed subject to continual review.
- Maintenance Strategies are developed which meet the ongoing need to preserve the value of Council's assets.

**5.3 Asset Delivery**

This section details the principles that apply once the decision has been made that may require the acquisition of an asset.

This section describes how to best meet the needs of the service recipients by assessing various options.



Included are:

- Acquisition options,
- Objective analysis of alternatives,
- Involvement of stakeholders during the design process, and
- Life cycle planning.

Council will consider various options to deliver the desired outcome, such as:

- In-house delivery,
- Outsourcing,
- Leasing of assets,
- Purchase of assets,
- Construction of assets,
- Disposal of assets, and
- Demand management and other non-asset initiatives.

**5.3.1 Asset Delivery Principles**

- In evaluating the merit of options to deliver projects, social, economic and environmental considerations will be analysed.
- Business Cases will provide an Asset Management Plan. The Asset Management Plan will provide information on future maintenance, operational and refurbishment/disposal requirements as well as the level of service required of the asset.
- The Asset Management Plan will give consideration to the management of the asset over its whole life cycle.
- Council will develop a Corporate Asset Management System.

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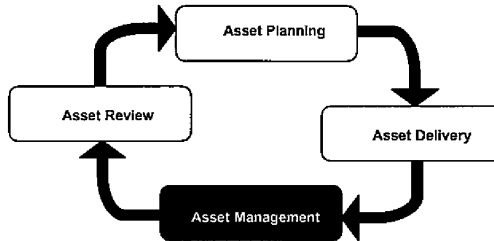


- Information regarding the creation, *maintenance, replacement, refurbishment* of assets to be collated by the *Asset Manager* to update the *asset registry* to ensure continued accuracy of Council's corporate *asset management systems*.

**5.4 Asset Management**

*Asset management* is the series of activities that occur once an asset is acquired. This function relates to the day to day running and upkeep of assets.

Specifically, this refers to the *maintenance and operation of assets*. Asset Management applies once Council has acquired or created an asset, after which Council has certain obligations.



These obligations include:

- Develop and maintain *Asset Management Plans*,
- Maintain the asset at the level required by Council or the users,
- Provide budgets to meet maintenance and operational costs,
- Meet legislative requirements as applicable,
- Maintain registers of asset condition and inspection,
- Review asset replacement,
- Track the cost of undertaking works on assets to meet financial, reporting and management requirements,
- Clearly identified roles and responsibilities, and
- Carry out regular internal and external audits to ensure a continuous asset management improvement cycle.

**5.4.1 Asset Management Principles**

**5.4.1.1 Maintenance**

- Council will develop and implement *Maintenance Management Systems*.
- The *level of service* expected from the assets is set (Maintenance Performance Standards).
- Council will maintain its *assets* at the standard specified within the limitations of funding levels.
- Priorities for maintenance are consistent with the objectives of Council and are aligned with Risk Management and a defined hierarchy.
- Information is collected on the gap between what maintenance works are funded by Council and that work which is required to meet minimum service standards, allowing Council personnel to document the need for funding levels.
- Information, which allows the analysis of *life cycle costs*, is collected.
- Maintenance activity costs are recorded against assets.
- Thresholds are established which allow differentiation between maintenance and *capital expenditure*.
- Where the ongoing service of an asset is required, provision is made for *replacement* of assets when the life expectancy of the asset is reached.
- Maintenance strategies are developed and used to minimise the *life cycle costs* of holding assets.
- Future maintenance trends are identified and incorporated into Asset Planning and Asset Review.

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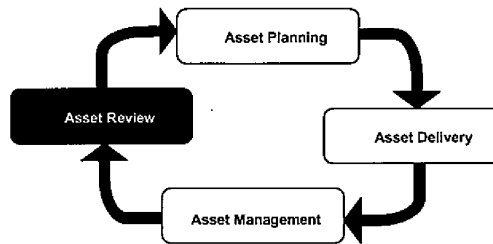
5.4.1.2 Operations

- Information on operating costs and *performance* and *condition* of *assets* will be collected to inform *life cycle* analysis and hence optimise operating costs.
- Service providers that operate Council assets will have input into asset maintenance standards, plans and performance requirements
- Regulatory changes are monitored and impact assessed.
- Technological changes are monitored and impact assessed.
- Future maintenance and refurbishment needs are predicted and used to inform decision-making.

5.5 Asset Review

Asset Review refers to the process of performance review of Council assets.

A review may include consideration of *replacement, refurbishment, renewal* or *disposal* options when reviewing asset performance.



5.5.1 Asset Review Principles

- Fit for purpose or suitability of asset for intended use is reviewed regularly.
- *Performance* targets for Council *assets* are established and *performance* against those targets is measured.
- Assets that under perform are identified and strategies to improve under performance are developed and implemented.
- Assets, assessed, as no longer meeting Council or community needs, may be rationalised in accordance with Council's Asset Disposal Policy. (policy to be developed)
- *Replacement* or *rehabilitation* of *assets* is forecast and incorporated into Council's 3-Year *Capital Investment* Program.

6. ROLES AND RESPONSIBILITIES

To ensure effective asset management Council will undertake to:

- Allocate sufficient resources for the development of asset strategies, management plans and service level documents.
- Manage all infrastructure and assets in a systematic and sustainable manner.
- Develop and commit to long term capital works and financial management plans that support and are responsive to the needs of the community.
- Ensure a critical review of asset renewal / disposal / upgrade or new asset provision is carried out prior to considering funding. Principles to consider include demonstrated need, life cycle costing, alternative modes of delivery, sustainability, equitable distribution of resources, social equity
- Involve and consult with the community and key stakeholders as required in determining service standards.
- Ensure asset management practices conform to legislative requirements and reflect appropriate industry practice.
- Incorporate a consideration of risk management requirements in decision making processes.
- Ensure roles and responsibilities of all asset users are well defined and understood.

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- Review, as required, the framework developed for the evaluation and prioritization of capital works projects.
- Manage assets in a team manner taking into consideration the requirements of asset managers, service managers, asset users, and the community.

In respect of this policy, the following teams or groups within Council have certain roles and responsibilities. These teams have responsibility for one or more elements in the asset management framework. These are documented below, but are not intended to be limiting.

**6.1 Executive and Councillors**

The Executive and Councillors have overall responsibility for the management of Council's assets.

They are responsible for providing strategic direction to Council regarding the services provided and the level at which these services are provided and are the custodian responsible for the proper management of Council's assets

**6.2 Senior Managers**

Senior managers are responsible for managing minor assets used in the delivery of their services in accordance with this policy. Such assets might include plant and equipment, office furniture, IT equipment or systems, etc.

Senior managers are also responsible for:

- Providing professional advice to Council to enable Council to make informed strategic asset management decisions.
- Promoting of asset management across the organization.
- Ensuring consultation occurs between staff, Council and community as required.
- Monitoring progress and performance in the implementation of asset management policies.
- Allocating resources and training to support asset management generally.

**6.3 Asset Management Team and Council Staff**

To achieve this policy the following key roles and responsibilities and commitments are identified:

- Implement policy and strategy with regard to asset management.
- Development and implementation of asset management plans.
- Establish current levels of service for assets, compare to benchmarks and community needs and identify gaps or challenges.
- Manage asset systems, develop procedures and ensure compliance with standards.
- Develop processes / procedures for assessment of capital works and asset rationalisation to ensure consistent decision making.
- Ensure communication between staff and the Executive Management Team relating to asset management occurs.
- Effectively and efficiently manage funds allocated for asset maintenance, improvement and management.
- Develop forward operational programs.
- Promote and raise awareness of asset management in the organization and through the community.

~~Deleted: 6.3 Infrastructure & Services~~  
~~6.3.1 Asset Management~~  
~~Role:~~  
~~To act as the landlord for Council's assets,~~  
~~To act as a services provider in relation to asset maintenance for assets under its control, and~~  
~~To maintain data accuracy in Council's corporate asset management systems.~~  
~~Ensure facilities (buildings, reserves, infrastructure) are managed and maintained to a specified standard that delivers a range of appropriate community and council services/facilities, including:~~  
~~Condition and compliance auditing;~~  
~~Refurbishment, replacement, renewal planning;~~  
~~Maintenance planning;~~  
~~Setting service standards for maintenance and operations;~~  
~~Consider and process requests for minor new works and improvements.~~  
~~Establish, maintain and develop Council's Asset Management Systems that assist in determining asset management strategies through the effective access to information, including:~~  
~~Implementation of Asset Management Systems in partnership with Information Services (i.e. IT);~~  
~~Asset Inventories showing location, type and condition/value of asset;~~  
~~Maintenance and improvement history;~~  
~~Future works programs;~~  
~~Maintain information in accordance with Council's need to meet legislative requirements, such as, valuation and depreciation, and~~  
~~Coordinate final completion of asset acquisition and handover ownership and asset details;~~  
~~Provide services in relation to the management of Council's road network including:~~  
~~Development and supervision of road pavement maintenance programs, and~~  
~~Strategic analysis of road pavement maintenance strategies.~~  
~~These activities, by their nature, need to be undertaken in partnership with maintenance providers. Such partnerships are essential in ensuring both strategic and operational issues are understood.~~  
~~6.3.2 Capital Works Management~~  
~~Role:~~  
~~To provide cost competitive design services that deliver quality and~~ [1]

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**7. RELATED LEGISLATION**

Local Government Act 1989  
 Local Government (Finance and Reporting) Regulations 2004.  
 Risk Management Australian Standard (AS 4360:2004)  
 Road Management Act 2004  
 Occupational Health and Safety Act 2004  
 Wrongs and Limitation of Actions Act 2003

**8. RELATED POLICIES/PROCEDURES/GUIDELINES**

Strategic Asset Management Plan 2001 – 2011  
 Asset Registers  
 Asset Management Plans  
 Road Management Plan  
 Risk Management Policy  
 Risk Management Strategy  
 Risk Management Procedure  
 Risk Register  
 Asset Revaluation Policy

**9. POLICY IMPLEMENTATION**

This policy takes effect immediately upon approval by Council. A review of all Council's activities is to be undertaken in order to assess the level of compliance with the Asset Management Policy.

Progressive adjustment of practices will be undertaken, including the documentation and recording of those practices, to achieve full compliance with this Policy.

It is to be reviewed on a three (3) year basis by the Asset Management Officer.  
 Council shall ensure that there is ongoing review of its asset management practices to ensure continued suitability and effectiveness. Records of such reviews shall be maintained.

**10. ATTACHMENTS**

Nil

**11. GLOSSARY OF TERMS**

An **Asset** is a physical component of infrastructure that has value, enables a service to be provided and has an economic life greater than 12 months.

This policy applies to all Councils **physical, natural and corporate infrastructure assets**. For the purposes of this policy Council **assets** include public, community and operational buildings (libraries, childcare centres, halls, etc), parks, gardens, reserves, physical improvements to Council property (BBQ's, play equipment, drink fountains, etc), infrastructure (roads, drainage, footpaths, bridges, etc), plant, office equipment and recreation facilities.

**Advanced Asset Management** uses prediction modelling, risk management, and *optimised renewal decision-making* techniques to evaluate options and identify the optimum long-term plan to deliver a particular level of service. See Definition of *Basic Asset Management* for additional information.

**Asset Management** is the combination of management, financial, economic, engineering, and other practices applied to physical, natural and corporate *assets* with the objective of providing the required level of service in the most cost effective

**Asset Management Plan** is developed for the management of one or more infrastructure *assets* that combines multi-disciplinary management techniques (including technical and financial) over the lifecycle of the asset in the most cost-effective manner to provide a specified level of service. A significant component of the plan is a long-term cash flow projection for the activities.

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Policy No:13.7  
Asset Management Policy

An **Asset Management Policy** is a policy that sets the corporate goals and objectives for asset management and sets the framework for the manner in which Council's policy is implemented.

An **Asset Management Strategy** is a strategy that covers the development and implementation of plans and programs for the creation or acquisition of assets; [Asset Planning and Asset Delivery] operation and maintenance of assets; [Asset Management] replacement, renewal or disposal of assets; [Asset Review] and performance monitoring; [Asset Review] to ensure desired levels of service and other operational objectives are met at an optimum cost.

**Asset Management System** is for collecting, analysing and reporting data on the utilisation, performance, life cycle management and funding of existing assets.

**Asset Managers** are those people or teams within Council that have some responsibility for one or more elements of creation, operation, maintenance or disposal of Council assets.

**Asset Register** is a record of asset information considered worthy of separate identification including inventory, historical, financial, condition, construction and technical information about each asset

**Basic Asset Management** relies on the use of an asset register, maintenance management systems, simple condition and performance monitoring, and defined service levels in order to establish alternative management options.

**Capital Investment** refers to the purchase, acquisition, renewal, refurbishment, or replacement of assets. A threshold exists above which expenditure is considered a capital expense as opposed to recurrent expenditure. Consistent with Council's accounting standards that threshold is currently \$5000. Council considers projects for its Capital Investment Program annually, in conjunction with budget planning.

**Demand Management** is the active intervention in the market to influence demand for services and assets with forecast consequences, usually to avoid or defer capital expenditure.

**Depreciation** is the wearing out, consumption or other loss of value of an asset arising from use, passing of time or obsolescence.

**Disposal** of an asset refers to the sale, destruction, or rescinding of ownership of an asset that Council no longer requires.

**Infrastructure** assets are stationary systems forming a network and serving whole communities, where the system as a whole is intended to be maintained indefinitely by the continuing replacement and refurbishment of its components. The network may include normally recognised 'ordinary' assets as components.

**Level of Service** is the defined service quality for a particular activity (i.e. roading) or service area (i.e. street lighting) against which service performance may be measured. Service levels usually relate to quality, quantity, reliability, responsiveness, environmental acceptability and cost.

**Life cycle** of an asset refers to the cycle of activities that an asset (or facility) goes through while it retains an identity as a particular asset i.e. from planning and design, through operation and maintenance to decommissioning or disposal. The costs of these phases are allocated against the asset in question so that the performance of the asset and changes in management practices can be monitored.

**Maintenance** is all actions necessary for retaining an asset as near as practicable to its original condition, but excluding rehabilitation or renewal. It includes routine, planned and reactive maintenance.

**Maintenance Management System** is a system that assists in defining maintenance tasks (What needs to be done), carrying out maintenance (Doing it), scheduling maintenance (Managing it), and maintenance history (Recording what has been done).

Deleted: 27/8/03

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Date Adopted: 28/3/07  
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Revised

**Operations** are the active process of utilising an asset that will consume resources such as manpower, energy, chemicals and materials. Operation costs are part of the lifecycle costs of an asset.

**Optimised Renewal Decision Making** is an optimised process for considering and prioritising all options to rectify performance failures of assets.

**Performance Monitoring** is the continuous or periodic quantitative and qualitative assessments of the actual performance compared with specific objectives, targets or standards.

**Planned Maintenance** activities fall into two categories:

- (i) Periodic – necessary to ensure the reliability or to sustain the design life of an asset.
- (ii) Predictive – condition-monitoring activities used to predict failure.

**Reactive Maintenance** is corrective work required in the short-term to restore an asset to working condition so it can continue to deliver the required service or to maintain its level of security and integrity.

**Rehabilitation/Refurbishment** refers to rebuilding or replacing parts or components of an asset, to restore it to a required functional condition and extend its life, which may incorporate some modification. It generally involves repairing the asset to deliver its original level of service (i.e. heavy patching of roads, etc) without resorting to significant upgrading or renewal.

**Renewal** works to upgrade, refurbish or replace existing facilities with facilities of equivalent capacity or performance capability.

**Replacement** is the complete replacement of an asset that has reached the end of its life, so as to provide a similar or agreed alternative, level of service.

**Risk Analysis/Management** is the application of a formal process to identify and assess the risk and probability of failure, quantifying cost, evaluating acceptable risk levels and implementing risk control measures, in accordance with Australian Standard 4360.

**Routine Maintenance** is day-to-day operational activities to keep the asset operating (replacement of light bulbs, cleaning of drains, etc) and which form part of the annual operating budget, including preventative maintenance.

**Useful Life** may be expressed as the period over which a depreciable asset is expected to be used.

**Please note:** This policy is current as at date of adoption. Refer to Council's Intranet or Teamware Library to ensure policy is the latest version.

Deleted: 27/8/03  
Deleted: 26/7/06 & 28/3/07

Date Adopted: 28/3/07  
File No. GEN01688

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Revised



# HEAVY VEHICLE ACCESS POLICY

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Policy No: 13.8

Date Adopted: 24/5/2006

File No: GEN01688

Revised: xx/xx/09

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Deleted: 14 December 2005

Deleted: 24/5/06

1. PURPOSE

This policy will provide a clear direction and process to ensure consistency in assessing access to the local road network by B-Doubles and Higher Mass Limit Vehicles.

2. INTRODUCTION

The use of B-Doubles or Higher Mass Limit Vehicles on local roads within the Colac Otway Shire is dependent on the operator gaining Council's approval and a permit being issued by VicRoads.

High Productivity Freight Vehicles (HPFVs), such as B-Doubles and Higher Mass Limit Vehicles, are important to the efficiency of the freight task in the Colac Otway Shire. The larger capacity of these vehicles reduces the number of vehicles required for a given amount of freight.

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Access to the local road network should be considered where it can be demonstrated by consistent assessment that these vehicles can operate safely with other traffic and where road infrastructure is suitable.

3. RELATIONSHIP WITH COUNCIL PLAN

This policy recognises Council's objective of Physical Infrastructure and Assets to provide and maintain Council Infrastructure and assets that meet community needs now and in the future.

4. SCOPE OF THE POLICY

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This policy applies to the assessment of all future applications from companies or individuals for the use of HPFVs (e.g. B-Doubles or Higher Mass Limit Vehicles) on the local road network in the Colac Otway Shire.

5. DEFINITIONS

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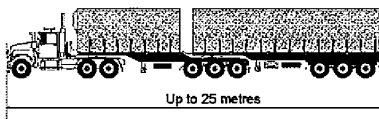
High Productivity Freight Vehicles is the umbrella term for vehicle configurations that are permitted to operate after gaining approvals through the national Performance Based Standards (PBS). These vehicles must comply with approved safety and infrastructure protection performance measures.

HPFVs represent the next generation in freight transport, with the ability to shift more freight more efficiently with greater environmental and safety performance. HPFVs can range from specialist rigid trucks, through to multi-combination articulated configurations and B-Doubles. Longer B-Doubles are examples of next generation HPFVs.

PBS is a new national management method to 'match' vehicles to roads. It offers the potential for heavy vehicle operators to achieve higher productivity and safety through innovative vehicle design.

PBS sets minimum vehicle 'performance' standards to ensure trucks are stable on the road and can turn and stop safely. These standards focus on how well a vehicle behaves on the road rather than its overall length or mass.

A B-double is defined as a combination consisting of a prime mover towing two semitrailers. The prime mover and the two trailers are combined by two turntable assemblies. The double articulation is the main distinguishing feature of a B-double.





Policy No: 13.8  
Heavy Vehicle Access Policy

From 1 July 1999 mass limit increases were implemented in Victoria. Higher Mass Limits allows for increases to general axle mass limits provided the vehicle is fitted with road friendly suspensions. These include some air and steel suspension types.

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                     |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>6. POLICY</b></p> <p>That, as a matter of policy, where an application for <u>access to the municipal public road network</u> by HPEVs is received:</p> <ul style="list-style-type: none"> <li>▪ The General Manager, Infrastructure and Services assess each application on its merits, based on the 'Guidelines for Assessing B-Doubles and Higher Mass Limit Vehicles on Local Roads'.</li> <li>▪ That Council, engage in a consultation process with relevant stakeholders where it is deemed necessary, and</li> <li>▪ That any approval that is granted be endorsed subject to appropriate conditions.</li> </ul> | <p>Deleted: 1<br/>1</p> <p>Deleted: 5</p> <p>Deleted: B-Double or Higher Mass Limit Vehicle</p> <p>Deleted: ,</p> <p>Deleted: ,</p> |
| <p><b>7. RELATED LEGISLATION</b></p> <p><i>Road Safety (Vehicles) Regulation 1999</i><br/><i>Road Safety Act 1986</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <p>Deleted: 6</p>                                                                                                                   |
| <p><b>8. RELATED POLICIES/PROCEDURES/GUIDELINES</b></p> <p>'Guidelines for Assessing B-Doubles and Higher Mass Limit Vehicles on Local Roads'</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <p>Deleted: 7</p>                                                                                                                   |
| <p><b>9. POLICY IMPLEMENTATION</b></p> <p>This policy takes effect immediately upon approval by Council. The General Manager Infrastructure &amp; Services is responsible for implementing this policy by making the Policy and Procedure accessible to all staff.</p> <p>All relevant officers are responsible for using this policy when assessing applications for the operation of <u>HPEVs on local roads within the Colac Otway Shire.</u></p>                                                                                                                                                                          | <p>Deleted: 8</p> <p>Deleted: B-Doubles and Higher Mass Limit Vehicles</p>                                                          |
| <p><b>10. ATTACHMENTS</b></p> <p>Nil</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <p>Deleted: 9</p>                                                                                                                   |





# EVENT ROAD CLOSURE CONSULTATION AND COMMUNICATION POLICY

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Policy No: 13.9  
Date Adopted: 27/05/2008  
File No: GEN01688  
Revised:

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**1. INTRODUCTION**

Historically concerns have been raised within the community relating to impacts arising from street and road closures associated with the running of events across the municipality and the consultation process undertaken by event organisers with the affected community.

This Policy seeks to develop and formalise the consultation and communication signoff process to be undertaken by event organisers. This process will enable the assessment and implementation of delivery options for event organisers co-ordinating events involving road closures.

In addition, this Policy seeks to consider the level of community "host tolerance" to the number of road or street closures that residents/traders would accept per year. Impacts resulting from the number of events held on Public Reserves managed by the Colac Otway Shire will also be considered.

**2. RELATIONSHIP TO COUNCIL PLAN**

Council's mission is to work in partnership with our community and other organisations to provide:

- Effective leadership, governance and financial accountability
- Affordable and effective services
- An advocacy and engagement approach to sustainably grow our community.

~~This policy ensures the community is provided with the opportunity to have input into Council's decision making process.~~

Deleted: One of Colac Otway Shire's values is to undertake genuine consultation on key issues as part of decision making to improve the quality and accountability of decisions. ¶

**3. OBJECTIVES / PURPOSE**

To develop a policy to formalise the consultation and communication sign off process for Event Organisers requiring street or road closures (on or involving local roads within the Municipality).

This policy also considers the level of community "host tolerance" to both the number of road or street closures and the level of usage of Public Reserves that residents/traders would accept per year.

**4. DEFINITIONS**

**Event**

Any planned activity where any structure (permanent or temporary), open area, roadway, (fenced or unfenced) will contain a number or persons greater than that normally surrounding the area prior to, during or after the event.

**Event Organiser**

A commercial entity, community group or individual who undertakes the planning and/or implementation of an organised event.

**Consultation Process**

Consultation is the method of obtaining input from the affected community to ensure views can be identified and communicated with respect to the proposed event.

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**Communication Plan**

A written plan outlining the methods and implementation process for communicating information regarding road closures proposed for the event.

**Affected Community**

Owners and/or occupiers of properties in the immediate vicinity including all the abutting property occupiers to the road/street closure. This will also apply to member of the general public who use Public reserves.

**Temporary Road Closure**

The temporary closure of a road to public vehicular traffic for a set time period as required for the holding, set up and set down of an event.

Full road closure - entire road is closed between designated points.

Partial road closure - a portion of the road width is closed between designated points.

**Notification Process**

The notification process is the communication method of approved road closure information relating to road closure areas and times to the affected community.

**Catchment area**

The catchment area identifies residents and/or traders who are deemed to be affected by the road closures.

The catchment area is to include -

Occupiers of properties whose;

- frontage is within the closed section or the proposed detour, and
- primary/only access is via the closed section.

Businesses/services that normally use the closed road as a primary route (or have stops within) including but not limited to;

- Bus companies,
- Transport companies, and
- Operators of milk tankers.

**Public Reserves**

A Public Reserve is any land which is owned, occupied or managed or controlled by Council and dedicated or used for outdoor cultural, environmental, sporting or recreational purposes.

**5. POLICY**

This Policy will enable event organisers to complete the required consultation and communication sign off process for events involving road closures and assist in the management of community "host tolerance" to both the level of usage of Public Reserves and the number of road or street closures that residents/traders would accept per year.

Public Reserves are dedicated or used for outdoor cultural, environmental, sporting or recreational purposes. Therefore, the community expect to access and utilise these areas unhindered. To minimise the impact of events held on Public Reserves that restrict public access it is necessary to establish a reasonable number of events that the community will deem acceptable per year.

The number of approved events held within a single township that are permitted to exclude general public access within a Public Reserve, will be set at seven (7) events per year. Where more than seven (7) events exclude normal public use, approval from Council must be sought.

Similar to the usage of Public Reserves, the level of community "host tolerance" for approved events requiring road or street closures will be set at ten (10) events per year. Where more than 10 event road/street closures are proposed, approval from Council must be sought for those events exceeding the approved limit.

**6. IMPLEMENTATION AND REVIEW**

**Communication Plan**

A communication plan is to be developed by the event organiser detailing the methods and timelines for communicating road closure information to affected property owners and retailers.

Key elements of the communication plan will include:

- Identification of area impacted by the event (Catchment area)
- Consultation Methodology
- Notification schedules
- Event notification letter content - including but not limited to:
  - Details of event to be held
  - Date of event, time of event
  - Details of impacted roads
  - Details of how road closure will be undertaken
- Contact details of event organiser

The Communication Plan requires approval from Colac Otway Shire prior to implementation. A Draft Communication Plan is to be submitted following the first E-Team Meeting, with an approved plan developed 4 months prior to the event.

**Consultation**

Consultation is the gathering of feedback from the affected property owners to ensure event impact is managed and minimised without removing the integrity of the event. Consultation with affected property owners is not necessarily to determine if the event should proceed, rather to give consideration to individual needs and address the concerns and needs of residents and traders where appropriate.

The method of consultation undertaken will vary depending on the type of event held. As part of the communication plan, a consultation methodology will be established. Information gained from consultation is to be collected and reviewed in conjunction with Colac Otway Shire Officers. Submissions received in relation to the proposed event will be considered by Colac Otway Shire with recommendations presented to event organisers.

Evidence of direct contact with affected property owners must be provided and endorsed by Colac Otway Shire no later than 6 weeks prior to the event coinciding with the second E-Team Meeting.

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**IMPLEMENTATION SCHEDULE**

| TIME FRAME           | 6 MONTHS PRIOR TO EVENT | 4 MONTHS PRIOR TO EVENT | 6 WEEKS PRIOR TO EVENT        |
|----------------------|-------------------------|-------------------------|-------------------------------|
| COMMUNICATION PLAN   | DRAFT PLAN              | APPROVED PLAN           | IMPLEMENTATION COMPLETE       |
| CONSULTATION PROCESS |                         | APPROVED METHODOLOGY    | IMPLEMENTATION COMPLETE       |
| NOTIFICATION PROCESS |                         | APPROVED PROCESS        | 1 WEEK FROM EVENT IMPLEMENTED |

Policy No: 13.9  
 Event Road Closure and Consultation Policy

**7. RELATED LEGISLATION**

*Local Government Act 1989*

*Road Safety Act 1986*

*Road Safety (Traffic) Regulations 1985*

*Transport Act 1983*

*Colac Otway Shire Local Law No. 2 - Clause 90*

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**8. RELATED POLICIES / PROCEDURES / GUIDELINES**

*Festival and Events Strategy 2007- 2011*

*Event Management Guide*

*Guideline to Road Closures for Events - Communication & Consultation Process*

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# WHISTLEBLOWERS PROTECTION ACT 2001

## PROCEDURES FOR HANDLING DISCLOSURES

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Policy No: 18.3  
Date Adopted: 28/3/2007  
File No: GEN001688  
Revised: ,

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Deleted: 23/1/02

Deleted: 24/5/06 & 28/3/07

Policy No: 18.3  
Whistleblowers Protection Act 2001 Procedures

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| File No. GEN01688                                                                         | Revised:  |                            |

Policy No: 18.3  
Whistleblowers Protection Act 2001 Procedures

**1. Statement of Support to Whistleblowers**

The Colac Otway Shire is committed to the aims and objectives of the *Whistleblowers Protection Act 2001* (the Act). It does not tolerate improper conduct by its employees, officers or members, nor the taking of reprisals against those who come forward to disclose such conduct.

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The Colac Otway Shire recognises the value of transparency and accountability in its administrative and management practices, and supports the making of disclosures that reveal corrupt conduct, conduct involving a substantial mismanagement of public resources, or conduct involving a substantial risk to public health and safety or the environment.

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The Colac Otway Shire will take all reasonable steps to protect people who make such disclosures from any detrimental action in reprisal for making the disclosure. It will also afford natural justice to the person who is the subject of the disclosure.

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**2. Purpose of these Procedures**

These procedures establish a system for reporting disclosures of improper conduct or detrimental action by Colac Otway Shire or its employees. The system enables such disclosures to be made to the protected disclosure coordinator or to one of the nominated Protected disclosure officers. Disclosures may be made by employees or by members of the public.

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These procedures are designed to complement normal communication channels between supervisors and employees. Employees are encouraged to continue to raise appropriate matters at any time with their supervisors. As an alternative, employees may make a disclosure of improper conduct or detrimental action under the Act in accordance with these procedures.

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**3. Objects of the Act**

The *Whistleblowers Protection Act 2001* commences operation on 1 January 2002. The purpose of the Act is to encourage and facilitate the making of disclosures of improper conduct by public officers and public bodies. The Act provides protection to whistleblowers who make disclosures in accordance with the Act, and establishes a system for the matters disclosed to be investigated and rectifying action to be taken.

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**4. Definitions of Key Terms**

Three key concepts in the reporting system are improper conduct, corrupt conduct and detrimental action. Definitions of these terms are set out below.

**4.1 Improper Conduct**

A disclosure may be made about improper conduct by a public body or public official. Improper conduct means conduct that is corrupt, a substantial mismanagement of public resources, or conduct involving substantial risk to public health or safety or to the environment. The conduct must be serious enough to constitute, if proved, a criminal offence or reasonable grounds for dismissal.

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**Examples**

*To avoid closure of a town's only industry, an environmental health officer ignores or conceals evidence of illegal dumping of waste.*

*An agricultural officer delays or declines imposing quarantine to allow a financially distressed farmer to sell diseased stock.*

*A building inspector tolerates poor practices and structural defects in the work of a leading local builder.*

**4.2 Corrupt Conduct**

Corrupt conduct means:

- Conduct of any person (whether or not a public official) that adversely affects the honest performance of a public officer's or public body's functions;
- The performance of a public officer's functions dishonestly or with inappropriate partiality;
- Conduct of a public officer, former public officer or a public body that amounts to a breach of public trust;
- Conduct by a public officer, former public officer or a public body that amounts to the misuse of information or material acquired in the course of the performance of their official functions; or
- A conspiracy or attempt to engage in the above conduct.

**Examples**

*A public officer takes a bribe or receives a payment other than his or her wages or salary in exchange for the discharge of a public duty.*

*A public officer favours unmeritorious applications for jobs or permits by friends and relatives.*

**4.3 Detrimental Action**

The Act makes it an offence for a person to take detrimental action against a person in reprisal for a protected disclosure. Detrimental action includes:

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

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**Examples**

*A public body refuses a deserved promotion of a person who makes a disclosure.*

*A public body demotes, transfers, isolates in the workplace or changes the duties of a whistleblower due to the making of a disclosure.*

*A person threatens, abuses or carries out other forms of harassment directly or indirectly against the whistleblower, his or her family or friends.*

*A public body discriminates against the whistleblower or his or her family and associates in subsequent applications for jobs, permits or tenders.*

**5. The Reporting System**

**5.1 Contact Persons within the Colac Otway Shire Council**

Disclosures of improper conduct or detrimental action by Colac Otway Shire Council or its employees, may be made to the following officers:

**Protected Disclosure Coordinator** - General Manager Corporate and Community Services ph: 5232 9416

In the absence of this office or if the officer is implicated in the disclosure, the relief coordinator is the Chief Executive Officer, telephone 5232 9454.

**Protected Disclosure Officer(s)**

Manager Organisational Support and Development ph: 5232 9445  
 General Manager Infrastructure and Services ph: 5232 9483  
 General Manager Sustainable Planning and Development ph: 5232 9456

All correspondence, phone calls and emails from internal or external whistleblowers will be referred to the protected disclosure coordinator.

Where a person is contemplating making a disclosure and is concerned about approaching the protected disclosure coordinator or a protected disclosure officer in the workplace, he or she can call the relevant officer and request a meeting in a discreet location away from the workplace.

**5.2 Alternative Contact Persons**

A disclosure about improper conduct or detrimental action by Colac Otway Shire Council or its employees, may also be made directly to the Ombudsman:

The Ombudsman Victoria  
 Level 22, 459 Collins Street  
 Melbourne Victoria 3000  
 (DX 210174)

Internet: [www.ombudsman.vic.gov.au](http://www.ombudsman.vic.gov.au)  
 Email: [ombudvic@ombudsman.vic.gov.au](mailto:ombudvic@ombudsman.vic.gov.au)

Tel: 9613 6222  
 Toll Free: 1800 806 314

Date Adopted 28/3/07  
 File No. GEN01688

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The following table sets out where disclosures about persons other than employees of Colac Otway Shire Council should be made.

| Person who is the subject of the disclosure | Person/body to whom the disclosure must be made                 |
|---------------------------------------------|-----------------------------------------------------------------|
| Employee of a public body                   | That public body or the Ombudsman                               |
| Member of Parliament (Legislative Assembly) | Speaker of the Legislative Assembly                             |
| Member of Parliament (Legislative Council)  | President of the Legislative Council                            |
| Councillor                                  | The Ombudsman                                                   |
| Chief Commissioner of Police                | The Ombudsman or Deputy Ombudsman                               |
| Member of the police force                  | The Ombudsman, Deputy Ombudsman or Chief Commissioner of Police |

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6. Roles and Responsibilities

6.1 Employees

Employees are encouraged to report known or suspected incidences of improper conduct or detrimental action in accordance with these procedures.

All employees of the Colac Otway Shire have an important role to play in supporting those who have made a legitimate disclosure. They must refrain from any activity that is, or could be perceived to be, victimisation or harassment of a person who makes a disclosure. Furthermore, they should protect and maintain the confidentiality of a person they know or suspect to have made a disclosure.

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6.2 Protected Disclosure Officers

Protected Disclosure Officers will:

- Be a contact point for general advice about the operation of the Act for any person wishing to make a disclosure about improper conduct or detrimental action;
- Make arrangements for a disclosure to be made privately and discreetly and, if necessary, away from the workplace;
- Receive any disclosure made orally or in writing (from internal and external whistleblowers);
- Commit to writing any disclosure made orally;
- Impartially assess the allegation and determine whether it is a disclosure made in accordance with Part 2 of the Act (that is, a protected disclosure);
- Take all necessary steps to ensure the identity of the whistleblower and the identity of the person who is the subject of the disclosure are kept confidential; and
- Forward all disclosures and supporting evidence to the Protected Disclosure Coordinator.

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6.3 Protected Disclosure Coordinator

The protected disclosure coordinator has a central clearinghouse role in the internal reporting system. He or she will:

- Receive all disclosures forwarded from the Protected Disclosure Officers;

- Receive all phone calls, emails and letters from members of the public or employees seeking to make a disclosure;
- Impartially assess each disclosure to determine whether it is a public interest disclosure;
- Refer all public interest disclosures to the Ombudsman;
- Be responsible for carrying out, or appointing an investigator to carry out, an investigation referred to the public body by the Ombudsman;
- Be responsible for overseeing and coordinating an investigation where an investigator has been appointed;
- Appoint a welfare manager to support the whistleblower and to protect him or her from any reprisals;
- Advise the whistleblower of the progress of an investigation into the disclosed matter;
- Establish and manage a confidential filing system;
- Collate and publish statistics on disclosures made;
- Take all necessary steps to ensure the identity of the whistleblower and the identity of the person who is the subject of the disclosure are kept confidential; and
- Liaise with the Chief Executive Officer of the Council.

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**6.4 Investigator**

The investigator will be responsible for carrying out an internal investigation into a disclosure where the Ombudsman has referred a matter to the public body. An investigator may be a person from within an organisation or a consultant engaged for that purpose.

**6.5 Welfare Manager**

The Welfare Manager is responsible for looking after the general welfare of the whistleblower. The Welfare Manager will:

- Examine the immediate welfare and protection needs of a whistleblower who has made a disclosure and seek to foster a supportive work environment;
- Advise the whistleblower of the legislative and administrative protections available to him or her;
- Listen and respond to any concerns of harassment, intimidation or victimisation in reprisal for making disclosure; and
- Ensure the expectations of the whistleblower are realistic.

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The Welfare Manager may be a person from within Colac Otway Shire or a third party engaged for that purpose.

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**7. Confidentiality**

The Colac Otway Shire will take all reasonable steps to protect the identity of the whistleblower. Maintaining confidentiality is crucial in ensuring reprisals are not made against a whistleblower.

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The Act requires any person who receives information due to the handling or investigation of a protected disclosure, not to disclose that information except in certain limited circumstances. Disclosure of information in breach of section 22 constitutes an offence that is punishable by a maximum fine of 60 penalty units or six months imprisonment or both.

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The circumstances in which a person may disclose information obtained about a protected disclosure include:

- Where exercising the functions of the public body under the Act;
- When making a report or recommendation under the Act;
- When publishing statistics in the annual report of a public body; and
- In criminal proceedings for certain offences in the Act.

However, the Act prohibits the inclusion of particulars in any report or recommendation that is likely to lead to the identification of the whistleblower. The Act also prohibits the identification of the person who is the subject of the disclosure in any particulars included in an annual report.

The Colac Otway Shire will ensure all files, whether paper or electronic, are kept in a secure room and can only be accessed by the Protected Disclosure Coordinator, Protected Disclosure Officers, the Investigator or Welfare Manager (in relation to welfare matters).

All printed material will be kept in files that are clearly marked as a Whistleblower Protection Act matter, and warn of the criminal penalties that apply to any unauthorised divulging information concerning a protected disclosure. All electronic files will be produced and stored on a secure network location and be given password protection.

All materials relevant to an investigation, such as tapes from interviews, will also be stored securely with the whistleblower files.

The Colac Otway Shire Council will not email documents relevant to a whistleblower matter and will ensure all phone calls and meetings are conducted in private.

**8. Collating and Publishing Statistics**

The Protected Disclosure Coordinator will establish a secure register to record the information required to be published in the annual report, and to generally keep account of the status of whistleblower disclosures. The register will be confidential and will not record any information that may identify the whistleblower.

The register will contain the following information:

- The number and types of disclosures made to public bodies during the year;
- The number of disclosures referred to the Ombudsman for determination as to whether they are public interest disclosures;
- The number and types of disclosed matters referred to the public body by the Ombudsman for investigation;
- The number and types of disclosures referred by the public body to the Ombudsman for investigation;
- The number and types of investigations taken over from the public body by the Ombudsman;
- The number of requests made by a whistleblower to the Ombudsman to take over an investigation by the public body;
- The number and types of disclosed matters that the public body has declined to investigate;
- The number and types of disclosed matters that were substantiated upon investigation and the action taken on completion of the investigation; and
- Any recommendations made by the Ombudsman that relate to the public body.

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9. Receiving and Assessing Disclosures

9.1 Has the disclosure been made in accordance with Part 2 of the Act?

Where a disclosure has been received by a Protected Disclosure Officer or by the Protected Disclosure Coordinator, he or she will assess whether the disclosure has been made in accordance with Part 2 of the Act and is, therefore, a protected disclosure.

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9.1.1 Has the disclosure been made to the appropriate person?

For the disclosure to be responded to by the Colac Otway Shire, it must concern an employee, member or officer of the Colac Otway Shire. If the disclosure concerns an employee, officer or member of another public body, the person to whom the disclosure should be directed. (See the table in 5.2). If the disclosure has been made anonymously, it should be referred to the Ombudsman.

9.1.2 Does the disclosure contain the essential elements of a protected disclosure?

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To be a protected disclosure, a disclosure must satisfy the following criteria:

- Did a natural person (that is, an individual person rather than a corporation) make the disclosure?
- Does the disclosure relate to conduct of a public body or public officer acting in their official capacity?
- Is the alleged conduct either improper conduct or detrimental action taken against a person in reprisal for making a protected disclosure?
- Does the person making a disclosure have reasonable grounds for believing the alleged conduct has occurred?

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Where a disclosure is assessed to be a protected disclosure, it is referred to the Protected Disclosure Coordinator. The Protected Disclosure Coordinator will determine whether the disclosure is a public interest disclosure.

Where a disclosure is assessed not to be a protected disclosure, the matter does not need to be dealt with under the Act. The Protected Disclosure Officer will decide how the matter should be responded to in consultation with the Protected Disclosure Coordinator.

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9.2 Is the Disclosure a Public Interest Disclosure?

Where the Protected Disclosure Officer or coordinator has received a disclosure that has been assessed to be a protected disclosure, the Protected Disclosure Coordinator will determine whether the disclosure amounts to a public interest disclosure. This assessment will be made within 45 days of the receipt of the disclosure.

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In reaching a conclusion as to whether a protected disclosure is a public interest disclosure, the Protected Disclosure Coordinator will consider whether the disclosure shows, or tends to show, that the public officer to whom the disclosure relates:

- Has engaged, is engaging or proposes to engage in improper conduct in his or her capacity as a public officer; or
- Has taken, is taking or proposes to take detrimental action in reprisal for the making of the protected disclosure.

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Where the Protected Disclosure Coordinator concludes that the disclosure amounts to a public interest disclosure, he or she will:

1. Notify the person who made the disclosure of that conclusion; and
2. Refer the disclosure to the Ombudsman for formal determination as to whether it is indeed a public interest disclosure.

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Where the Protected Disclosure Coordinator concludes that the disclosure is not a public interest disclosure, he or she will:

1. Notify the person who made the disclosure of that conclusion; and
2. Advise that person that he or she may request the public body to refer the disclosure to the Ombudsman for a formal determination as to whether the disclosure is a public interest disclosure, and that this request must be made within 28 days of the notification.

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In either case, the Protected Disclosure Coordinator will make the notification and the referral within 14 days of the conclusion being reached by the public body. Notification to the whistleblower is not necessary where the disclosure has been made anonymously.

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**10. Investigations**

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**10.1 Introduction**

Where the Ombudsman refers a protected disclosure to the Colac Otway Shire Council for investigation, the Protected Disclosure Coordinator in consultation with the Chief Executive Officer will appoint an investigator to carry out the investigation.

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The objectives of an investigation will be:

- To collate information relating to the allegation as quickly as possible. This may involve taking steps to protect or preserve documents, materials and equipment;
- To consider the information collected and to draw conclusions objectively and impartially;
- To maintain procedural fairness in the treatment of witnesses and the person who is the subject of the disclosure; and
- To make recommendations arising from the conclusions drawn concerning remedial or other appropriate action.

**10.2 Terms of Reference**

Before commencing an investigation, the Protected Disclosure Coordinator will draw up terms of reference and obtain authorisation for those terms by the chief executive officer. The terms of reference will set a date by which the investigation report is to be concluded, and will describe the resources available to the investigator to complete the investigation within the time set. The Protected Disclosure Coordinator may approve, if reasonable, an extension of time requested by the investigator. The terms of reference will require the investigator to make regular reports to the Protected Disclosure Coordinator who, in turn, is to keep the Ombudsman informed of general progress.

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**10.3 Investigation Plan**

The investigator will prepare an investigation plan for approval by the Protected Disclosure Coordinator. The plan will list the issues to be substantiated and describe the avenue of inquiry. It will address the following issues:

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- What is being alleged?
- What are the possible findings or offences?
- What are the facts in issue?
- How is the inquiry to be conducted?
- What resources are required?

At the commencement of the investigation, the whistleblower should be:

- Notified by the investigator that he or she has been appointed to conduct the investigation;
- Asked to clarify any matters; and
- Provide any additional material he or she might have.

The investigator will be sensitive to the whistleblower's possible fear of reprisals and will be aware of the statutory protections provided to the whistleblower.

**10.4 Natural Justice**

The principles of natural justice will be followed in any investigation of a public interest disclosure. The principles of natural justice concern procedural fairness and ensure a fair decision is reached by an objective decision maker. Maintaining procedural fairness protects the rights of individuals and enhances public confidence in the process.

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The Colac Otway Shire will have regard to the following issues in ensuring procedural fairness:

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- The person who is the subject of the disclosure is entitled to know the allegations made against him or her and must be given the right to respond. (This does not mean the person must be advised of the allegation as soon as the disclosure is received or the investigation has commenced);
- If the investigator is contemplating making a report adverse to the interests of any person, that person should be given the opportunity to put forward further material that may influence the outcome of the report and that person's defence should be fairly set out in the report;
- All relevant parties to a matter should be heard and all submissions should be considered;
- A decision should not be made until all reasonable inquiries have been made;
- The investigator or any decision maker should not have a personal or direct interest in the matter being investigated;
- All proceedings must be carried out fairly and without bias. Care should be taken to exclude perceived bias from the process; and
- The investigator must be impartial in assessing the credibility of the whistleblowers and any witnesses. Where appropriate, conclusions as to credibility should be included in the investigation report.

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**10.5 Conduct of the Investigation**

The investigator will make contemporaneous notes of all discussions and phone calls, and all interviews with witnesses will be taped. All information gathered in an investigation will be stored securely. Interviews will be conducted in private and the investigator will take all reasonable steps to protect the identity of the whistleblower. Where disclosure of the identity of the whistleblower cannot be avoided, due to the nature of the allegations, the investigator will warn the whistleblower and his or her welfare manager of this probability.

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It is in the discretion of the investigator to allow any witness to have legal or other representation or support during an interview. If a witness has a special need for legal representation or support, permission should be granted.

**10.6 Referral of an Investigation to the Ombudsman**

The Protected Disclosure Coordinator will make a decision regarding the referral of a investigation to the Ombudsman where, on the advice of the investigator:

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- The investigation is being obstructed by, for example, the non-cooperation of key witnesses; or
- The investigation has revealed conduct that may constitute a criminal offence.

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**10.7 Reporting Requirements**

The Protected Disclosure Coordinator will ensure the whistleblower is kept regularly informed concerning the handling of a protected disclosure and an investigation. The Protected Disclosure Coordinator will report to the Ombudsman about the progress of an investigation.

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Where the Ombudsman or the whistleblower requests information about the progress of an investigation, that information will be provided within 28 days of the date of the request.

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**11. Action taken after an investigation**

**11.1 Investigators Final Report**

At the conclusion of the investigation, the investigator will submit a written report of his or her findings to the Protected Disclosure Coordinator. The report will contain:

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- The allegation/s;
- An account of all relevant information received and, if the investigator has rejected evidence as being unreliable, the reasons for this opinion being formed;
- The conclusions reached and the basis for them; and
- Any recommendations arising from the conclusions.

Where the investigator has found that the conduct disclosed by the whistleblower has occurred, recommendations made by the investigator will include:

- The steps that need to be taken by the Colac Otway Shire to prevent the conduct from continuing or occurring in the future; and

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- Any action that should be taken by the Colac Otway Shire to remedy any harm or loss arising from the conduct. This action may include bringing disciplinary proceedings against the person responsible for the conduct, and referring the matter to an appropriate authority for further consideration.

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The report will be accompanied by:

- The transcript or other record of any oral evidence taken, including tape recordings; and
- All documents, statements or other exhibits received by the officer and accepted as evidence during the course of the investigation.

Where the investigator's report is to include an adverse comment against any person, that person will be given the opportunity to respond and his or her defence will be fairly included in the report.

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The report will not disclose particulars likely to lead to the identification of the whistleblower.

**11.2 Action to be Taken**

If the Protected Disclosure Coordinator is satisfied that the investigation has found that the disclosed conduct has occurred, he or she will recommend to the Chief Executive Officer the action that must be taken to prevent the conduct from continuing or occurring in the future. The Protected Disclosure Coordinator may also recommend that action be taken to remedy any harm or loss arising from the conduct.

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The Protected Disclosure Coordinator will provide a written report to the Minister for Local Government or the Colac Otway Shire where disclosure relates to an employee of Council, the Ombudsman and the whistleblower setting out the findings of the investigation and any remedial steps taken.

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Where the investigation concludes that the disclosed conduct did not occur, the Protected Disclosure Coordinator will report these findings to the Ombudsman and to the whistleblower.

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**12. Managing the Welfare of the Whistleblower**

**12.1 Commitment to Protecting Whistleblowers**

The Colac Otway Shire is committed to the protection of genuine whistleblowers against detrimental action taken in reprisal for the making of protected disclosures. The protected disclosure coordinator is responsible for ensuring whistleblowers are protected from direct and indirect detrimental action, and that the culture of the workplace is supportive of protected disclosures being made.

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The protected disclosure coordinator will appoint a Welfare Manager to all whistleblowers who have made a protected disclosure. The welfare manager will:

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- Examine the immediate welfare and protection needs of a whistleblower who has made a disclosure and, where the whistleblower is an employee, seek to foster a supportive work environment;
- Advise the whistleblower of the legislative and administrative protections available to him or her;

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- Listen and respond to any concerns of harassment, intimidation or victimisation in reprisal for making disclosure;
- Keep a contemporaneous record of all aspects of the case management of the whistleblower including all contact and follow-up action; and
- Ensure the expectations of the whistleblower are realistic.

All employees will be advised that it is an offence for a person to take detrimental action in reprisal for a protected disclosure. The maximum penalty is a fine of 240 penalty units, or two years imprisonment or both. The taking of detrimental action in breach of this provision can also be grounds for making a disclosure under the Act and can result in an investigation.

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Detrimental action includes:

- Causing injury, loss or damage;
- Intimidation or harassment; and
- Discrimination, disadvantage or adverse treatment in relation to a persons employment, career, profession, trade or business (including the taking of disciplinary action).

**12.2 Keeping the Whistleblower Informed**

The Protected Disclosure Coordinator will ensure the whistleblower is kept informed of action taken in relation to his or her disclosure, and the time frames that apply. The whistleblower will be informed of the objectives of an investigation, the findings of an investigation, and the steps taken by the Colac Otway Shire to address any improper conduct that has been found to have occurred. The whistleblower will be given reasons for decisions made by the Colac Otway Shire in relation to a protected disclosure. All communication with the whistleblower will be in plain English.

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**12.3 Occurrence of Detrimental Action**

If a whistleblower reports an incident of harassment, discrimination or adverse treatment that would amount to detrimental action taken in reprisal for the making of the disclosure, the Welfare Manager will:

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- Record details of the incident;
- Advise the whistleblower of his or her rights under the Act; and
- Advise the protected disclosure coordinator or chief executive officer of the detrimental action.

The taking of detrimental action in reprisal for the making of a disclosure can be an offence against the Act as well as grounds for making a further disclosure. Where such detrimental action is reported, the protected disclosure coordinator will assess the report as a new disclosure under the Act. Where the protected disclosure coordinator is satisfied that the disclosure is a public interest disclosure, he or she will refer it to the Ombudsman. If the Ombudsman subsequently determines the matter to be a public interest disclosure, the Ombudsman may investigate the matter or refer it to another body for investigation as outlined in the Act.

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**12.4 Whistleblowers implicated in Improper Conduct**

Where a person who makes a disclosure is implicated in misconduct, the Colac Otway Shire will handle the disclosure and protect the whistleblower from reprisals in accordance with the Act, the Ombudsman's guidelines and these procedures. The Colac Otway Shire acknowledges that the act of whistleblowing should not shield whistleblowers from the reasonable consequences flowing from any involvement in improper conduct. Section 17 of the Act specifically provides that a person's liability for his or her own conduct is not affected by the person's disclosure of that conduct under the Act. However, in some circumstances, an admission may be a mitigating factor when considering disciplinary or other action.

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The Chief Executive Officer will make the final decision on the advice of the Protected Disclosure Coordinator as to whether disciplinary or other action will be taken against a whistleblower. Where disciplinary or other action relates to conduct that is the subject of the whistleblower's disclosure, the disciplinary or other action will only be taken after the disclosed matter has been appropriately dealt with.

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In all cases where disciplinary or other action is being contemplated, the Chief Executive Officer must be satisfied that it has been clearly demonstrated that:

- The intention to proceed with disciplinary action is not causally connected to the making of the disclosure (as opposed to the content of the disclosure or other available information);
- There are good and sufficient grounds that would fully justify action against any non-whistleblower in the same circumstances; and
- There are good and sufficient grounds that justify exercising any discretion to institute disciplinary or other action.

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The Protected Disclosure Coordinator will thoroughly document the process including recording the reasons why the disciplinary or other action is being taken, and the reasons why the action is not in retribution for the making of the disclosure. The Protected Disclosure Coordinator will clearly advise the whistleblower of the proposed action to be taken, and of any mitigating factors that have been taken into account.

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**13. Management of the Person against whom a Disclosure has been made**

The Colac Otway Shire recognises that employees against whom disclosures are made must also be supported during the handling and investigation of disclosures.

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The Colac Otway Shire will take all reasonable steps to ensure the confidentiality of the person who is the subject of the disclosure during the assessment and investigation process. Where investigations do not substantiate disclosures, the fact that the investigation has been carried out, the results of the investigation, and the identity of the person who is the subject of the disclosure will remain confidential.

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The Protected Disclosure Coordinator will ensure the person who is the subject of any disclosure investigated by or on behalf of a public body is:

- Informed as to the substance of the allegations;
- Given the opportunity to answer the allegations before a final decision is made;
- Informed as to the substance of any adverse comment that may be included in any report arising from the investigation; and has
- His or her defence set out fairly in any report.

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Policy No: 18.3  
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Where the allegations in a disclosure have been investigated, and the person who is the subject of the disclosure is aware of the allegations or the fact of the investigation, the protected disclosure coordinator will formally advise the person who is the subject of the disclosure of the outcome of the investigation.

The Colac Otway Shire will give its full support to a person who is the subject of a disclosure where the allegations contained in a disclosure are clearly wrong or unsubstantiated. If the matter has been publicly disclosed, the chief executive officer of the Colac Otway Shire will consider any request by that person to issue a statement of support setting out that the allegations were clearly wrong or unsubstantiated.

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14. Criminal Offences

The Colac Otway Shire will ensure officers appointed to handle protected disclosures and all other employees are aware of the following offences created by the Act:

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1. It is an offence for a person to take detrimental action against a person in reprisal for a protected disclosure being made. The Act provides a maximum penalty of a fine of 240 penalty units or two years imprisonment or both.
2. It is an offence for a person to divulge information obtained as a result of the handling or investigation of a protected disclosure without legislative authority. The Act provides a maximum penalty of 60 penalty units or six months imprisonment or both.
3. It is an offence for a person to obstruct the Ombudsman in performing his responsibilities under the Act. The Act provides a maximum penalty of 240 penalty units or two years imprisonment or both.
4. It is an offence for a person to knowingly provide false information under the Act with the intention that it be acted on as a disclosed matter. The Act provides a maximum penalty of 240 penalty units or two years imprisonment or both.

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15. Review

These procedures will be reviewed annually to ensure they meet the objectives of the Act and accord with the Ombudsman's Guidelines. The guidelines are available from [www.ombudsman.qiv.gov.au](http://www.ombudsman.qiv.gov.au).

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Date Adopted 28/3/07  
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OM102804-6

**PROPOSED NAMING OF ACCESS ROAD IN BEECH FOREST AS "CLIFF YOUNG DRIVE" AND LAND AS "CLIFF YOUNG PARK"**

|             |                                |           |                                       |
|-------------|--------------------------------|-----------|---------------------------------------|
| AUTHOR:     | Paul Carmichael                | ENDORSED: | Colin Hayman                          |
| DEPARTMENT: | Corporate & Community Services | FILE REF: | GEN00617<br>Property/naming& Renaming |

**Purpose**

To gain Council's approval to commence statutory procedures to name:

- (a) the access road at the front of the Beech Forrest Public Hall as "Cliff Young Drive" and
- (b) the Council owned land to the immediate west of the hall and the Crown Land to the immediate northwest of the hall as "Cliff Young Park".

**Declaration of Interests**

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

**Background**

The Beech Forest Progress Association (BFPA) has requested the above mentioned road and land be named after the late Cliff Young, who originated from Beech Forest. Mr Young was an iconic sporting figure who is remembered as the winner of the 1983 Sydney to Melbourne Ultra Marathon.

The BFPA believe naming this access road and adjoining land after Mr Young will commemorate his life and achievements. In time they may be able to erect a display or monument regarding Mr Young on the Council owned land adjoining the public hall, which may help encourage tourists passing through Beech Forest to stop and spend time in the township.

**Council Plan / Other Strategies / Policy**

The proposal facilitates one of the key recommendations of the Beech Forest Township Master Plan 2004 that sought to commemorate Mr Young in this way.

**Issues / Options**

Available options are to:

- (a) take no action, or
- (b) commence statutory procedures to rename the road and land in question

**Proposal**

It is proposed to commence statutory procedures pursuant to clause 5, Schedule 10 of the *Local Government Act 1989* to name the access road at the front to the Beech Forest Public Hall as "Cliff Young Drive".

As it is also intended to name a parcel of Council owned land after Mr Young and as it is inevitable the Crown land abutting the Council owned land will be seen as being part of this park, it is intended to include this part of the proposal in the public notice as well.

**Financial and Other Resource Implications**

Costs incurred by Council to undertake this procedure would include advertising of the proposal (approximately \$400).

There will also be a cost for the preparation and erection of two street nameplate signs once the name is applied to the access road.

The BFPA may also seek funding in the short term for signage to identify the Council owned land as "Cliff Young Park".

**Risk Management & Compliance Issues**

Not applicable

**Environmental and Climate Change Considerations**

Not applicable

**Community Engagement**

The proposal will be advertised for a six week period and submissions considered in accordance with Section 223 of the Local Government Act 1989. Submitters may speak in support of their submission at the meeting when Council considers submissions, but must request in writing to do so when they lodge their submission.

VicRoads were contacted some time ago regarding the proposal and advise they have no objection in relation to the naming of the access road at the front of the public hall.

The Department of Sustainability & Environment will be contacted in regard to the Crown land to ascertain if they have any objection to the naming of adjoining land as "Cliff Young Park", particularly as it is likely the Crown land will be perceived as being part of the "Cliff Young Park".

Mr Young's sister has provided written support for the proposal to proceed.

**Implementation**

The statutory process is expected to take three months to complete.

**Conclusion**

As the proposal will commemorate a revered member of the district who achieved iconic status through his marathon running deeds and may provide a reason for tourists to stop in Beech Forest, it is recommended Council conduct the required statutory process to name the access road and land adjoining the Beech Forest Public Hall in honor of the late Cliff Young.

**Attachments**

Nil

**Recommendation(s)**

**That Council:**

- (1) Commence statutory procedures pursuant to clause 5, Schedule 10 of the Local Government Act 1989 to name the access road at the front of the Beech Forest Public Hall as “Cliff Young Drive”***
  
- (2) Provide public notice of its intention to name the Council owned land located immediately west of the Public Hall as “Cliff Young Park”.***
  
- (3) Consider submissions to the proposal received from interested parties at a Council meeting at a time to be arranged in accordance with the provisions of Section 223 of the Local Government Act 1989.***

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OM102804-7

INDICATORS OF COMMUNITY STRENGTH

| | | | |
|-------------|--------------------------------|-----------|-----------|
| AUTHOR: | Colin Hayman | ENDORSED: | Rob Small |
| DEPARTMENT: | Corporate & Community Services | FILE REF: | GEN0 |

Purpose

The purpose of the report is to provide information to Council on the Department of Planning and Community Development's (DPCD) Indicators of Community Strength at the Local Government Area (LGA) Level for 2008.

Declaration of Interests

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

Background

The Indicators of Community Strength at the Local Government Area (LGA) Level for 2008 have been collected for the first time as part of the Department of Health's (DH) inaugural Victorian Population Health Survey at the LGA level. They were previously collected in 2004 and 2006 by the then Department for Victorian Communities (DVC). A report has been received providing details on the process and the various indicators.

Council Plan / Other Strategies / Policy

The mission of the Council:

"Council will work in partnership with our community and other organisations to provide:

- *Effective leadership, governance and financial accountability'*
- *Affordable and effective services;*
- *An advocacy and engagement approach to sustainably grow our community."*

The Indicators of Community Strength will assist in better understanding the local area and plan more effective initiatives in response to local needs.

Issues / OptionsComparisons with Previous Indicators

"The 2008 indicators are not comparable to the earlier LGA collections because the DH survey has a superior method, a larger sample and the method of calculation is substantially different."

Report p.2

Indicators at the LGA Level

"These indicators should be seen as indicators at the LGA level and not Local Government indicators. The phenomena they report on arise from the combined actions of Local, State and Federal Governments, business and the community itself."

In addition, some of these indicators are likely to be sensitive to global events, such as the global financial crisis, that was at its height at the time the 2008 data was collected. Responsibility for improvements in the indicators does not lie with any organisation alone."

Report p.2

Indicators

The Indicators are divided into

- Local area amenity;
- Networks and strong governance
 - ability to get help when needed
 - participation
 - community attitudes

Local Area Amenity

“Amenity describes the “pleasantness” of an area. It encompasses physical (tangible) aspects including character and appearance, proximity to shopping facilities, quality infrastructure (roads, schools, open space, broadband, etc) and aspects such as noise. It also includes psychological and social components such as feeling safe on the street after dark.”

Report p.9

Networks and Strong Governance

“The remainder of the indicators are underpinned by a theory that describes three types of networks that can provide resources and benefits to both individuals and communities (social capital theory).”

Report p.13

Appendix C of the Report

Appendix C contains the 2008 indicators for the LGA of Colac Otway. Other sections of the report contain figures for Victoria and Regional. The 2008 indicators are not comparable to those previously released by DVC in 2004 and 2006 because of the better survey method, larger sample and different method of calculation used by the DH survey. Indicators for Victoria and regional have been added for comparison purposes only.

| Indicator | Colac Otway 2008 (%) | Standard Error* 2008 (%) | Victoria % | Regional % |
|---|-----------------------------|---------------------------------|-------------------|-------------------|
| Amenity | | | | |
| Easy access to recreational and leisure facilities | 74.5 | 2.73 | 82 | 79 |
| Good facilities and services like shops, childcare, schools, libraries | 75.4 | 3.12 | 85 | 78 |
| Opportunities to volunteer in local groups | 80.3 | 2.94 | 65 | 76 |
| A wide range of community & support groups | 70.7 | 2.90 | 60 | 68 |
| An active community, people do things & get involved in local issues/activities | 70.1 | 3.05 | 59 | 70 |
| Is a pleasant environment, nice streets, well planned, open spaces | 84.3 | 2.79 | 81 | 84 |
| Ability to get help when needed | | | | |
| Can get help from friends family & neighbours when needed | 94.1 | 1.28 | 91 | 92 |
| Can raise \$2000 in two days in an emergency | 89.5 | 2.03 | 85 | 86 |
| Community participation | | | | |
| Attendance at a local community event in the last 6 months | 69.2 | 3.23 | 53 | 65 |
| Participation in organised sport | 46.0 | - | 41 | 43 |
| Members of organised groups such as sports, church, community groups or professional associations | 72.2 | 3.05 | 61 | 64 |
| Members of organised groups that have taken local action | 36.8 | 2.88 | 41 | 49 |
| Volunteers (yes definitely & sometimes) | 44.9 | 3.16 | 33 | 43 |
| Parental participation in schools | 43.2 | 4.10 | 49 | 47 |

| | | | | |
|---|------|------|----|----|
| On decision making board or committee | 24.7 | 2.22 | 19 | 23 |
| Select outcomes | | | | |
| Safe on street after dark | 60.8 | 3.34 | 59 | 65 |
| Multiculturalism makes life in the area better | 74.0 | 2.63 | 76 | 65 |
| Opportunities to have a real say on issues that are important | 52.2 | 3.43 | 42 | 47 |
| Feels valued by society | 57.6 | 3.28 | 52 | 54 |

The report includes a description of the rationale and method for the creation of the data.

***The Standard Error column relates to the statistical competence of the data.**

Proposal

That Council note the information on the indicators of community strength as a resource “to better understand the local area and plan more effective initiatives in response to local needs.”

Report p.2

Financial and Other Resource Implications

Not applicable. Report for information only.

Risk Management & Compliance Issues

Not applicable. Report for information only.

Environmental and Climate Change Considerations

Not applicable. Report for information only.

Community Engagement

Report for information only.

Implementation

The data will be used to help better understand the local area and be a resource to utilise in planning initiatives.

Conclusion

As noted in the report:

“The indicators are intended to help communities and all levels of government to better understand local areas and plan more effective initiatives in response to local needs.”

Report p.2

Overall the indicators demonstrate a positive result for the Colac Otway Shire.

Attachments

Nil

Recommendation(s)

That Council note the report on “Indicators of Community Strength at the Local Government Area level in Victoria 2008”.

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**OM102804-8****THIRD QUARTER PERFORMANCE REPORT 2009/2010**

|             |                                |           |              |
|-------------|--------------------------------|-----------|--------------|
| AUTHOR:     | Mark Gunning                   | ENDORSED: | Colin Hayman |
| DEPARTMENT: | Corporate & Community Services | FILE REF: | Gen001688    |

**Purpose**

This report and its attachments provides information to Council and the community on the progress of achieving the key actions from the Council Plan 2009-2013, a summary of progress on the Capital Works Program and Financial Performance Update for the third quarter of the financial year ending 31 March 2010.

Please refer to the attachments to this report for more detailed information on:

- Council Plan Progress Report
- Financial Performance Report
- Capital Works progress Report

**Declaration of Interests**

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

**Background**

Council adopted the Council Plan 2009-2013 on 24 June 2009 and Council Officers completed their business plans prior to the start of the 2009/2010 business year. Council adopted the budget for 2009/2010 including the Capital Works Program at the Council meeting held 22 July 2009.

This report and attachments detail the progress to date against the performance indicators set in respect of the Budget, Capital Works and Council Plan.

**Council Plan / Other Strategies / Policy**

As discussed above this report is discussing performance against the following Council approved documents:

Council Plan 2009-2013  
Council Capital Works Program  
Council Budget 2009/2010

**Issues / Options**

The following are identified issues for consideration.

The report has three components – the Quarterly Council Plan Progress Report, Financial Performance Update and Capital Works Program Update, all of which are attached hereto.

**Council Plan Update**

The attached report provides Council with the third quarterly progress report as at 31 March 2010 against the Council Plan 2009-2013.

The Council Plan consists of six Key Result Areas for the four year Council Plan period:

- Leadership and Governance
- Physical Infrastructure and Assets
- Land Use and Development
- Environmental Management
- Economic Development
- Community Health and Wellbeing

Each Key Result Area incorporates a number of Council Plan Strategies (what we want to achieve) and Key Actions (how we will do it). The Strategies and Key Actions are reviewed every 12 months for currency and form the basis of Annual Business Plans and Budgets for each Business Unit of Council.

The number of Council Plan Key Actions being addressed in the January to March quarter is 114, up from 112 in the second quarter due to the scheduled commencement of 2 projects.

Progress on Council Plan actions is measured cumulatively over the year, with a target set for each quarter. The status of Key Actions at the close of the third quarter is as follows:

- 85 Actions at least 90% of target
- 14 Actions between 70% and 90% of target
- 15 Actions less than 70% of target

Of the 29 actions achieving less than 90% of target, a number of these are dependent on factors or funding beyond Council's control while others have large components scheduled to be completed in the fourth and final quarter for 2009/10.

Progress against the Council Plan Key Actions and annual Business Plan actions are routinely updated in the interplan® business software performance system. Along with progress comments, responsible officers are required to indicate the current status and percentage of achievement. For Council Plan Key Actions, percentage progress is represented by 'traffic lights' throughout the attached report, with cumulative progress for each of the 6 Key Result Areas reflected in the progress gauges on the first page of the report.

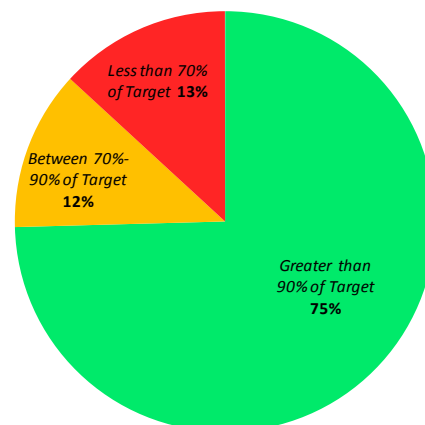
As at 31 March 2010, the end of the third quarter, the organisation is on track to achieve a successful outcome for this financial year.

### **Financial Performance Update**

The financial challenges facing Council continue to illustrate the need to keep an eye on potential financial opportunities and the potential for future costs as a result of activities both within and outside of Council's control. This has placed a greater emphasis on financial modelling and longer term planning than was perhaps required in the past.

Council expected to achieve an operating result of \$2.7 million as an outcome of activities in the 2009-2010 financial year. At the end of the March quarter we have seen an overall improvement in the operating result to \$3.5 million. This is an improvement both from the

**Progress on Council Plan Key Actions  
January – March 2010**



prior quarter and from the expected annual result due to a combination of factors. The bulk of the change relates to changes in the accounting system and in the methodology for the recognition of expenses in the operating statement. There has additionally been some savings recognised from the delay in seeking borrowings for the construction of the Apollo Bay Waste Transfer Station and Joint Use Library as well as additional income that has been received. The use of these funds will be discussed as part of the 2010-11 Budget process.

Council has yet to commence borrowing to fund our new intergenerational community assets, being the Apollo Bay Waste Transfer Station and the Joint Use Library, both of which are expected to commence operations in the next financial year.

It continues to be a priority of Council to achieve an operating surplus for the 2009-2010 year and we will continue to refine our forecasts and adjust our activities to ensure that, insofar as it is possible, Council is in the position to report an operating surplus for the 2009-2010 financial year.

Council had a cash at bank balance at the 31 March 2010 of \$11.7 million, which is tracking in accordance with expectations. Rates notices were issued to rate payers in September and reminders for installments are being sent as required in each quarter. To date we have received 81% of the rates and charges which is a slightly lower than for the same period last year of 84%. Council has also received \$0.15 million in investment interest for the year to 31 March 2010 which is equivalent to the same period last year.

Provided outstanding grants expected from state and federal authorities are received in the next quarter Council can expect to achieve the forecast operating surplus of approximately \$3.5 million.

Council's financial position will continue to be monitored with the following aims in mind:

- An operating surplus achieved for the third consecutive year;
- Council continuing to meet the Infrastructure Renewal Gap;
- Delivery of projects designed to enhance the community;
- Delivery of a strong capital works program; and
- An improved positive financial position.

Included as attachments to this report are 2 statements to provide further detail on the position of Council at the end of the March quarter.

The first statement is a traditional Operating Statement providing information in a format consistent with Australian Accounting Standards. The second statement provides a summary of the activities of each of Council's business units.

### **Capital Works Program Update**

The capital works and major projects budget for the year in 2009/10 is \$22.104 million of which \$15.457 million relates to capital asset works.

Through the monthly reporting, project managers have generally indicated that the majority of projects are on track to be completed by June 2010 and that there are no identified major expenditure budget issues, however a number of capital income grants are yet to be received for Capital Works.

Overall, there are 132 Major Projects to be undertaken within the 2009/10 program. To date, of the 132 projects, work has commenced on all but 8 projects, with total expenditure of the program at approximately \$8.68 million.

The three main components relating to project management and implementation relate to time, cost and quality. As such, for the 2009/10 Capital Works and Major Projects Program, project managers have been required to report on a monthly basis, relating to timelines, review of budget expenditure and providing defined and detailed project scope. This all allows for each project to be assessed to ensure that a successful project is delivered.

The method of reporting and project updates each month is a shift from previous years, however project managers have responded positively to this new process, ensuring that the information received reflect the true nature of project progress thus far.

Project expenditure year to date for Capital Works and Major Projects is approximately \$8.68 million or approximately 40%, from a \$22.104 million budget. While expenditure at this point of the year is slightly less than would normally be expected, progress and expenditure to date are still on track for delivery of most projects for this year. It is expected that expenditure on capital projects will largely occur during the main construction period from December 2009 through to the end of March 2010.

Within the 2009/10 Capital Works and Major Projects program, eleven (11) projects have been identified for deferral. The projects are identified on the attached Deferral and Carry Over Report.

Overall, it is expected that most projects will be completed within the financial year, with the exceptions as outlined in the attached Deferral and Carry Over Report.

Overall, the progress of projects within this financial year shows Council are on track to complete at least 85% of the Capital Works and Major Projects program, which is in line with the Council Plan objective. A number of factors including operational system changes delayed the initial commencement of projects within the first half of the year, however these have now been generally resolved. Overall, project managers have managed the changed systems well, which has resulted in more detailed project progress information available.

It is considered the projects identified for deferral be supported.

### **Contracts and Tenders**

#### **CONTRACTS AWARDED AND TENDERS ADVERTISED FOR JANUARY 2010 TO MARCH 2010**

##### **JANUARY 2010**

##### **Contracts Awarded**

| <b>Contract No.</b> | <b>Description</b>                     | <b>Contractor</b>   | <b>Value \$<br/>(excluding GST)</b> |
|---------------------|----------------------------------------|---------------------|-------------------------------------|
| 0913                | Alvie Recreation Reserve Redevelopment | Spence Construction | 326,064.36                          |

##### **Tenders Advertised**

| <b>Tender No.</b> | <b>Description</b>                          | <b>Closing Date</b> |
|-------------------|---------------------------------------------|---------------------|
| 0914              | Eastern Reserve – Netball Court Development | 17/02/2010          |

**FEBRUARY 2010****Contracts Awarded**

| <b>Contract No.</b> | <b>Description</b>                 | <b>Contractor</b>             | <b>Value \$<br/>(excluding GST)</b> |
|---------------------|------------------------------------|-------------------------------|-------------------------------------|
| 0817                | Gellibrand Landfill Rehabilitation | Armistead Earthmoving Pty Ltd | Schedule of Rates                   |
| 0918                | Natural Gas & Associated Services  | AGL                           | Schedule of Rates                   |

**Tenders Advertised**

| <b>Tender No.</b>            | <b>Description</b> | <b>Closing Date</b> |
|------------------------------|--------------------|---------------------|
| No Contracts were advertised |                    |                     |

**MARCH 2010****Contracts Awarded**

| <b>Contract No.</b> | <b>Description</b>                                    | <b>Contractor</b> | <b>Value \$<br/>(excluding GST)</b> |
|---------------------|-------------------------------------------------------|-------------------|-------------------------------------|
| 0914                | Eastern Reserve – Netball Court Development           | Lake & Land       | 244,853                             |
| 1002                | Supply and Deliver Grader                             | BT Equipment      | 391,440<br>Trade 48,000             |
| 1003                | Supply and Deliver 14 Tonne Tip Truck and Dog Trailer | Winter & Taylor   | 258,279.83<br>Trade 63,636.36       |

**Tenders Advertised**

| <b>Tender No.</b> | <b>Description</b>              | <b>Closing Date</b> |
|-------------------|---------------------------------|---------------------|
| 1004              | Supply and deliver 77kw Tractor | 14/04/2010          |

**Options:**

There are two options:

1. To accept the report as tabled
2. Reject the report as tabled.

**Proposal**

That Council consider the report as detailed herein and receive the report as provided.

**Financial and Other Resource Implications**

Financial matters affecting the budget performance of Council are detailed in this report and the Quarterly Finance Report attached.

A further report will be provided to Council as part of the discussions on the 2010-11 Budget with respect to expected savings from loan repayments and additional reimbursements.

**Risk Management & Compliance Issues**

This report meets reporting obligations of officers to Council.

**Environmental and Climate Change Considerations**

Applied in preparation of Council Plan and adoption of budgets.

**Community Engagement**

Report provided for the information of Council.

**Implementation**

The report is for the information of Council.

**Conclusion**

This report has been compiled by the Organisational Support and Development Unit of Council with provision of information from the Finance and Infrastructure and Services areas of Council's operations and reflects the performance, year to date against the annual plan, budget and targets set by Council for the third quarter of the 2009-2010 year.

**Attachments**

1. Council Plan Update
2. Financial Performance Report
3. Capital Works Program Update

**Recommendation(s)**

***That Council receive for information the third quarter Performance Report for the three months ending 31 March 2010.***

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Third Quarter Council Report - Major Projects Report

| ID | Task Name | Budget 09/10 | | Expt YTD | Remaining Budget Expt | Flag | 2009 | | | | | | | | | | | | | |
|----|---|--------------|-----------|------------|-----------------------|------|------|----|----|----|----|----|----|----|----|----|--|--|--|--|
| | | Expt | YTD | | | | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | | | | |
| 1 | Local Roads - Resealing Program (Capital) | \$829,250 | \$208,183 | \$621,068 | | | 90% | | | | | | | | | | | | | |
| 2 | Local Roads - Cosworks Supply/Cart Aggregate (Cap) | \$129,900 | \$82,383 | \$47,517 | | | 100% | | | | | | | | | | | | | |
| 3 | Asphalt Renewal | \$55,000 | \$0 | \$55,000 | | | 10% | | | | | | | | | | | | | |
| 4 | Local Roads - Cosworks Sealed Rds Rehab Prog (Cap) | \$299,450 | \$74,198 | \$225,252 | | | 100% | | | | | | | | | | | | | |
| 5 | Swan Marsh Road - Pavement Rehabilitation | \$300,000 | \$260,998 | \$39,002 | | | 100% | | | | | | | | | | | | | |
| 6 | Cressy Shearford Road Rehabilitation 3 to 6 - Final Seal | \$108,000 | \$10,038 | \$97,962 | | | 100% | | | | | | | | | | | | | |
| 7 | Irewillipe Road - Forans Road Rehabilitation | \$70,000 | \$47,831 | \$22,169 | | | 100% | | | | | | | | | | | | | |
| 8 | Colac Lorne Road Rehabilitation | \$100,000 | \$95,968 | \$4,032 | | | 100% | | | | | | | | | | | | | |
| 9 | Cawood Street Rehabilitation | \$96,000 | \$99,400 | -\$3,400 | | | 100% | | | | | | | | | | | | | |
| 10 | Deans Creek Road | \$75,000 | \$73,437 | \$1,563 | | | 100% | | | | | | | | | | | | | |
| 11 | Carpenters/Burgador Rd (Carry Over) | \$10,000 | \$753 | \$9,247 | | | 100% | | | | | | | | | | | | | |
| 12 | Alexander St Rehabilitation (Carry Over) | \$86,520 | \$25,645 | \$60,875 | | | 100% | | | | | | | | | | | | | |
| 13 | Richmond Street Rehabilitation - Defered | \$80,500 | \$2,240 | \$78,260 | | | 5% | | | | | | | | | | | | | |
| 14 | Local Roads - Cosworks Unsealed Roads (Capital) | \$1,397,900 | \$592,814 | \$805,086 | | | 60% | | | | | | | | | | | | | |
| 15 | Binns Road (Stage 2) - Timber Roads | \$337,150 | \$178,557 | \$158,593 | | | 80% | | | | | | | | | | | | | |
| 16 | Old Beech Forest Road - Timber Roads - Defered | \$317,000 | \$687 | \$316,313 | | | 0% | | | | | | | | | | | | | |
| 17 | Local Roads - Cosworks Footpaths (Capital) | \$166,963 | \$0 | \$166,963 | | | 50% | | | | | | | | | | | | | |
| 18 | Apollia Bay Lavers Hill / Birregurra Footpaths | \$110,000 | \$110,287 | -\$287 | | | 100% | | | | | | | | | | | | | |
| 19 | Bridge Rehabilitation Programme | \$120,000 | \$44,983 | \$75,017 | | | 40% | | | | | | | | | | | | | |
| 20 | Land Slip Renewals (Coast) | \$115,000 | \$60,612 | \$54,388 | | | 66% | | | | | | | | | | | | | |
| 21 | Local Roads - Cosworks Drainage Works (Capital) | \$349,650 | \$87,051 | \$262,599 | | | 30% | | | | | | | | | | | | | |
| 22 | Litter Bins - Purchase/Installation Litter Bins | \$15,000 | \$13,190 | \$1,810 | | | 20% | | | | | | | | | | | | | |
| 23 | Pascoe Street Car Park Construction | \$329,840 | \$7,973 | \$321,867 | | | 10% | | | | | | | | | | | | | |
| 24 | Swan Marsh - Irewillipe Road Rehabilitation (2008-09 Carryover) | \$40,000 | \$11,837 | \$28,163 | | | 25% | | | | | | | | | | | | | |
| 25 | Swan Marsh - Irewillipe Road Final Seal | \$69,000 | \$7,322 | \$61,678 | | | 10% | | | | | | | | | | | | | |
| 26 | Pound Road Special Charge Scheme Construction | \$23,929 | \$138,591 | -\$114,662 | | | 100% | | | | | | | | | | | | | |
| 27 | Pound Road Final Seal - Special Charge Scheme | \$36,600 | \$3,670 | \$32,930 | | | 100% | | | | | | | | | | | | | |
| 28 | Larport Road Final Seal | \$90,000 | \$60,602 | \$29,398 | | | 100% | | | | | | | | | | | | | |
| 29 | Morely Avenue (Wye River) Kerb and Channel Construction | \$57,750 | \$5,920 | \$51,830 | | | 100% | | | | | | | | | | | | | |
| 30 | Irewillipe Road Widening Project | \$375,000 | \$363,561 | \$11,439 | | | 100% | | | | | | | | | | | | | |
| 31 | Corangamite Street Pedestrian Crossing Upgrade | \$15,000 | \$40,343 | -\$25,343 | | | 100% | | | | | | | | | | | | | |
| 32 | School Bus Route Safety Improvements | \$20,000 | \$5,335 | \$14,665 | | | 75% | | | | | | | | | | | | | |
| 33 | Road Furniture Upgrades | \$25,000 | \$3,448 | \$21,552 | | | 100% | | | | | | | | | | | | | |
| 34 | Rail Crossing Upgrade Programme | \$23,000 | \$0 | \$23,000 | | | 0% | | | | | | | | | | | | | |

Third Quarter Council Report - Major Projects Report

| ID | Task Name | Budget 0910 Expt | Expt YTD | Remaining Budget Expt | Flag | Progress | | | | | | | | | | | | |
|-----|---|------------------|-----------|-----------------------|------|----------|------|------|------|----|----|----|----|----|----|----|----|--|
| | | | | | | 2009 | 2010 | 2011 | 2012 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | |
| 69 | STIP - Beac Windmill Park | \$140,000 | \$22,961 | \$117,039 | | 50% | 50% | | | | | | | | | | | |
| 70 | Eco Develop - Small Town Signage | \$10,000 | \$0 | \$10,000 | | 50% | 50% | | | | | | | | | | | |
| 71 | Colac City Signage | \$23,000 | \$0 | \$23,000 | | 60% | 60% | | | | | | | | | | | |
| 72 | Marengo Landfill Rehabilitation Design | \$10,000 | \$0 | \$10,000 | | 20% | 20% | | | | | | | | | | | |
| 73 | Forrest Landfill Remediation Design | \$10,000 | \$0 | \$10,000 | | 10% | 10% | | | | | | | | | | | |
| 74 | Lakeside Estate (Bruce Street Landfill) EPA Requirements | \$73,500 | \$0 | \$73,500 | | 10% | 10% | | | | | | | | | | | |
| 75 | Lakeside Estate (Bruce Street Landfill) | \$150,000 | \$0 | \$150,000 | | 0% | 0% | | | | | | | | | | | |
| 76 | Gellibrand Landfill Rehab & monitoring Boreholes (Carry Over) | \$247,000 | \$9,565 | \$237,435 | | 10% | 10% | | | | | | | | | | | |
| 77 | Apollo Bay Transfer Station | \$899,403 | \$942,528 | -\$43,125 | | 50% | 50% | | | | | | | | | | | |
| 78 | Apollo Bay Transfer Station Construction | \$1,750,013 | \$75,050 | \$1,674,963 | | 43% | 43% | | | | | | | | | | | |
| 79 | Breakwater Re-Armouring | \$50,795 | \$1,092 | \$49,703 | | 10% | 10% | | | | | | | | | | | |
| 80 | Breakwater Re-Armouring | \$165,000 | \$78,385 | \$86,615 | | 50% | 50% | | | | | | | | | | | |
| 81 | Slipway Rail Replacement | \$25,000 | \$0 | \$25,000 | | 25% | 25% | | | | | | | | | | | |
| 82 | Boom Gate | \$1,300,000 | \$0 | \$1,300,000 | | 15% | 15% | | | | | | | | | | | |
| 83 | Purchase of Lakeside Estate | \$40,000 | \$7,300 | \$32,700 | | 20% | 20% | | | | | | | | | | | |
| 84 | Bluewater - Renewal of Gym Equipment | \$11,000 | \$10,000 | \$1,000 | | 100% | 100% | | | | | | | | | | | |
| 85 | Projector - Theatre and Civic Hall | \$47,000 | \$47,468 | -\$468 | | 99% | 99% | | | | | | | | | | | |
| 86 | IT Hardware - Capital < \$1000 | \$65,000 | \$54,709 | \$10,291 | | 85% | 85% | | | | | | | | | | | |
| 87 | Mirrors and Drapes | \$3,500 | \$8,102 | -\$398 | | 100% | 100% | | | | | | | | | | | |
| 88 | Regional Trails Master Plan Project (Carry Over) | \$14,000 | \$4,782 | \$9,218 | | 100% | 100% | | | | | | | | | | | |
| 89 | Biregural/Forrest Structure Plan (Carry Over) | \$78,200 | \$32,532 | \$45,668 | | 55% | 55% | | | | | | | | | | | |
| 90 | Colac & Apollo Bay Car Parking Study | \$65,000 | \$60,290 | \$4,711 | | 95% | 95% | | | | | | | | | | | |
| 91 | Internet Training for the Disabled (Carry Over) | \$35,000 | \$13,866 | \$21,135 | | 50% | 50% | | | | | | | | | | | |
| 92 | GORVIC Painting (Carry Over) | \$15,000 | \$6,364 | \$8,636 | | 0% | 0% | | | | | | | | | | | |
| 93 | Cressy Sheford Road (Carry Over) | \$250,000 | \$0 | \$250,000 | | 40% | 40% | | | | | | | | | | | |
| 94 | Heatwave Strategy (Carry Over) | \$25,000 | \$0 | \$25,000 | | 95% | 95% | | | | | | | | | | | |
| 95 | M&CH - IT Support (Carry Over) | \$20,000 | \$0 | \$20,000 | | 80% | 80% | | | | | | | | | | | |
| 96 | Landslide Mapping Project (Carry over) | \$55,500 | \$55,500 | \$0 | | 100% | 100% | | | | | | | | | | | |
| 97 | Cressy Standpipe repair (Carry over) | \$6,100 | \$6,100 | \$0 | | 100% | 100% | | | | | | | | | | | |
| 98 | Apollo Bay Coastal Trail (Carry Over) | \$120,000 | \$45,000 | \$75,000 | | 50% | 50% | | | | | | | | | | | |
| 99 | Eco Develop - RDV Cadets Expense (Carry Over) | \$30,000 | \$26,250 | \$3,750 | | 100% | 100% | | | | | | | | | | | |
| 100 | Eco Develop - Lions & V/IC Parks Masterplan (Carry Over) | \$5,000 | \$0 | \$5,000 | | 75% | 75% | | | | | | | | | | | |
| 101 | Eco Develop - Leaders for Geelong DVC Grant (Carry Over) | \$0 | \$0 | \$0 | | 50% | 50% | | | | | | | | | | | |
| 102 | Eliminyt Drainage Study (Carry Over) | \$7,000 | \$0 | \$7,000 | | 0% | 0% | | | | | | | | | | | |

Project: Major Projects Council Report
Date: 19/04/2010

| | | |
|----------|-----------------|--------------------|
| Task | Milestone | External Tasks |
| Split | Summary | External Milestone |
| Progress | Project Summary | Deadline |

Third Quarter Council Report - Major Projects Report

| ID | Task Name | Budget 09/10 | | Expt YTD | Remaining Budget Expt | | Flag | Progress | | | | | | | | | | | |
|-----|---|--------------|-------------|-----------|-----------------------|------|------|----------|----|----|----|----|----|----|----|----|----|----|--|
| | | Expt | YTD | | Budget | Expt | | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | |
| 103 | Swan Marsh Hall Upgrade (Carry Over) | \$21,778 | \$4,127 | \$17,652 | | | | 2009 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | |
| 104 | Risk Manage - Cressy Sheldord Roadside Rehabs | \$52,000 | \$52,066 | \$97,934 | | | | 2009 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | |
| 105 | Disaster Recovery Plan Development | \$26,000 | \$24,500 | \$1,500 | | | | 2009 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | |
| 106 | Civica Authority Tree Management | \$35,000 | \$20,028 | \$14,973 | | | | 2009 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | |
| 107 | Disaster Recovery Data Centre - Fibre Cable | \$10,000 | \$9,426 | \$574 | | | | 2009 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | |
| 108 | Disaster Recovery Information System - Strategic Development | \$20,000 | \$17,717 | \$2,283 | | | | 2009 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | |
| 109 | Electronic Document management system Specification Development | \$26,000 | \$25,458 | \$542 | | | | 2009 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | |
| 110 | Sewerage - Waste Water Management Strategy | \$20,200 | \$0 | \$20,200 | | | | 2010 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | |
| 111 | Asset Manage - Bridge Inspection Program | \$20,000 | \$19,700 | \$300 | | | | 2009 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | |
| 112 | Working from Heights Safety Audit (Stage 1 of 2) | \$40,000 | \$6,398 | \$33,603 | | | | 2009 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | |
| 113 | Asset Data Collection Project | \$30,000 | \$9,620 | \$20,380 | | | | 2009 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | |
| 114 | Office Accommodation Review - Deferred | \$80,000 | \$0 | \$80,000 | | | | 2010 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | |
| 115 | Asset Data Capture System | \$15,000 | \$5,396 | \$9,604 | | | | 2009 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | |
| 116 | Asset Management System Implementation | \$20,000 | \$8,395 | \$11,605 | | | | 2009 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | |
| 117 | Swim Areas/Beaches - Lake Colac Project | \$30,000 | \$8,696 | \$21,304 | | | | 2009 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | |
| 118 | Sand & Dredging Options Study | \$55,000 | \$52,479 | \$2,521 | | | | 2009 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | |
| 119 | Fire Prevention - Fire Access Tracks | \$10,000 | \$7,397 | \$2,603 | | | | 2009 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | |
| 120 | Rural Living Strategy | \$93,200 | \$49,499 | \$43,701 | | | | 2009 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | |
| 121 | Planning Scheme Review | \$40,000 | \$0 | \$40,000 | | | | 2010 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | |
| 122 | Colac Central Business District Urban Design | \$150,000 | \$0 | \$150,000 | | | | 2010 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | |
| 123 | Recreation - Beechy Precinct Project | \$50,000 | \$34,477 | \$15,524 | | | | 2009 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | |
| 124 | Beechy Precinct - Bluewater Fitness Centre (Stadium) - Design | \$60,000 | \$0 | \$60,000 | | | | 2010 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | |
| 125 | Beechy Precinct - Global Connector | \$3,072,000 | \$2,100,000 | \$972,000 | | | | 2009 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | |
| 126 | Beechy Precinct - Global Connector | \$333,000 | \$187,458 | \$145,542 | | | | 2009 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | |
| 127 | Birregurra Bowling Club Contribution to synthetic turf | \$123,610 | \$166,510 | -\$42,900 | | | | 2009 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | |
| 128 | Regent Place Lighting (Carry Over) - Deferred | \$0 | \$0 | \$0 | | | | 2009 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | |
| 129 | Beechy Precinct (Carry Over) | \$0 | \$0 | \$0 | | | | 2009 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | |
| 130 | Beechy Precinct - Enhanced Library Service (Carry Over) | \$30,000 | \$10,681 | \$19,319 | | | | 2009 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | |
| 131 | Civica/Authority Implementation | \$37,000 | \$39,425 | -\$2,425 | | | | 2009 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | |
| 132 | Scheme Amendments - C12 Flood Overlay Review 2009 | \$6,000 | \$0 | \$6,000 | | | | 2010 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | |

Project: Major Projects Council Report
Date: 19/04/2010

Task Split Progress

Milestone Summary Project Summary

External Tasks External Milestone Deadline

Colac Otway Shire Council

Operating Statement

March 2010 Quarterly Report



| | March Actual
\$ | March Budget
\$ | Revised Budget |
|----------------------------|---------------------|---------------------|---------------------|
| Income | | | |
| Rates and charges | (18,443,197) | (17,856,230) | (18,270,855) |
| Statutory fees and charges | (1,206,290) | (528,237) | (704,580) |
| User fees and charges | (2,070,986) | (2,347,641) | (3,131,403) |
| Contributions - cash | (295,519) | (106,164) | (141,610) |
| Grants - operating | (4,598,768) | (7,470,117) | (9,964,095) |
| Grants - capital | (1,204,180) | (3,376,728) | (4,504,100) |
| Reimbursements | (406,857) | (129,348) | (337,529) |
| Finance revenue | (265,705) | (243,657) | (325,000) |
| Other revenue | (278,680) | (83,601) | (111,513) |
| Total Income | (28,790,183) | (32,141,723) | (37,490,665) |
| Expenditure | | | |
| Employee benefits | 9,146,907 | 8,264,853 | 11,024,203 |
| Contracts | 6,219,756 | 7,874,928 | 10,503,979 |
| Depreciation | 6,720,750 | 6,720,750 | 8,961,000 |
| Materials and services | 3,537,580 | 1,672,830 | 2,231,182 |
| Bad and doubtful debts | 645 | 1,494 | 2,000 |
| Finance expenses | 113,241 | 242,442 | 161,421 |
| Other expenses | 882,802 | 823,194 | 1,097,955 |
| Total Expenditure | 26,621,680 | 25,600,491 | 33,981,740 |
| Operating Result | (2,168,503) | (6,541,232) | (3,508,925) |

Colac Otway Shire Council



Summary of Operations March 2010 Quarterly Report

| | Account Type | March Actual YTD | March Budget YTD | Revised Budget |
|--|--------------|---------------------|---------------------|---------------------|
| Chief Executive Office | | | | |
| CEO | | 404,549 | 404,298 | 539,255 |
| | Income | 0 | 0 | 0 |
| | Expenditure | 404,549 | 404,298 | 539,255 |
| Council | | 215,884 | 231,687 | 309,045 |
| | Income | (211) | 0 | 0 |
| | Expenditure | 216,095 | 231,687 | 309,045 |
| Chief Executive Office Total | | 620,434 | 635,985 | 848,300 |
| Corporate & Community Services | | | | |
| Corporate & Community Services Management | | 489,083 | 486,882 | 649,445 |
| | Income | (27,913) | (63,358) | (111,200) |
| | Expenditure | 516,996 | 570,240 | 760,645 |
| Finance & Customer Service | | (20,055,169) | (19,711,965) | (20,908,193) |
| | Income | (21,090,225) | (20,964,614) | (22,417,004) |
| | Expenditure | 1,035,056 | 1,252,629 | 1,508,811 |
| Health & Community Services | | 961,039 | 645,813 | 861,391 |
| | Income | (1,363,964) | (1,973,227) | (2,638,650) |
| | Expenditure | 2,324,403 | 2,624,040 | 3,500,041 |
| Information Services | | 1,019,944 | 1,001,934 | 1,336,432 |
| | Income | (60,676) | (44,982) | (60,000) |
| | Expenditure | 1,080,620 | 1,046,916 | 1,396,432 |
| Organisation Support & Development | | 786,421 | 1,038,294 | 1,219,946 |
| | Income | (208,850) | (16,497) | (187,000) |
| | Expenditure | 995,271 | 1,054,791 | 1,406,946 |
| Recreation Arts & Culture | | 2,567,300 | (172,494) | (230,133) |
| | Income | (1,253,285) | (2,447,424) | (3,264,525) |
| | Expenditure | 3,825,586 | 2,274,930 | 3,034,392 |
| Corporate & Community Services Total | | (14,231,982) | (16,711,556) | (16,744,149) |
| Sustainable Planning & Development Services | | | | |
| Economic Development | | 875,138 | 884,331 | 1,179,530 |
| | Income | (452,600) | (282,769) | (377,200) |
| | Expenditure | 1,327,738 | 1,167,120 | 1,556,730 |
| Environment & Community Safety | | 668,775 | 677,556 | 903,822 |
| | Income | (212,351) | (271,008) | (361,460) |
| | Expenditure | 881,126 | 948,564 | 1,265,282 |

| | Account Type | March Actual YTD | March Budget YTD | Revised Budget |
|--|--------------|--------------------|---------------------|---------------------|
| Planning & Building | | | | |
| | | 781,836 | 959,652 | 1,280,041 |
| | Income | (226,005) | (237,672) | (317,000) |
| | Expenditure | 1,007,841 | 1,197,324 | 1,597,041 |
| Sustainable Planning & Development Management | | | | |
| | | 214,778 | 177,183 | 236,333 |
| | Income | 0 | 0 | 0 |
| | Expenditure | 214,778 | 177,183 | 236,333 |
| Sustainable Planning & Development Services Total | | | | |
| | | 2,540,528 | 2,698,722 | 3,599,726 |
| Infrastructure & Services | | | | |
| COSWORKS | | | | |
| | | 2,662,402 | 2,283,813 | 3,046,243 |
| | Income | (413,050) | (458,190) | (611,170) |
| | Expenditure | 3,075,452 | 2,742,003 | 3,657,413 |
| Infrastructure Services Management | | | | |
| | | 280,567 | 59,976 | 80,000 |
| | Income | 0 | 0 | 0 |
| | Expenditure | 280,567 | 59,976 | 80,000 |
| Major Contracts | | | | |
| | | (558,902) | 607,914 | 810,858 |
| | Income | (2,382,657) | (1,790,988) | (2,988,139) |
| | Expenditure | 1,813,755 | 2,398,302 | 3,198,997 |
| Sustainable Assets | | | | |
| | | 528,651 | 1,071,000 | 1,428,587 |
| | Income | (3,821) | (147,321) | (196,500) |
| | Expenditure | 532,472 | 1,218,321 | 1,625,087 |
| Capital Works Management | | | | |
| | | (721,492) | (3,291,570) | (4,390,507) |
| | Income | (1,090,115) | (3,419,259) | (4,560,817) |
| | Expenditure | 368,623 | 127,683 | 170,310 |
| Infrastructure & Services Total | | | | |
| | | 2,181,227 | 731,133 | 975,181 |
| Capital Works Program | | | | |
| Light Fleet, Heavy Plant & Equipment | | | | |
| | | (60) | (616,266) | (822,020) |
| | Income | (60) | 0 | 0 |
| | Expenditure | 0 | (616,266) | (822,020) |
| Sub Total | | | | |
| | | (8,889,253) | (13,261,982) | (12,142,962) |
| Less Depreciation Charges | | | | |
| | | 6,720,750 | 6,720,750 | 8,961,000 |
| Operating Result | | | | |
| | | (2,168,503) | (6,541,232) | (3,508,925) |

2009/10 Capital Works & Major Projects

Identified Deferral Projects & Potential Carry Over Projects

Council Report – March 2010

| Project Name | Budget Allocation \$ | Project Status | Comments |
|----------------------------------|----------------------|----------------|---|
| Richmond Street - Reconstruction | \$96,000 | Deferral | Project funded by Roads to Recovery, with funding being relocated to Cawood Street, Apollo Bay. |
| Office Accommodation Review | \$80,000 | Deferral | Works were reliant on the sale of 6 Murray Street, which at this stage is not proceeding.

Please note, the income source identified will need to be removed from the budget also. |
| Sale of 6 Murray Street | -\$800,000 | Deferral | Sale not proceeding, therefore income will not be received. |
| Regent Place Lighting | \$10,000 | Deferral | During discussions with Powercor regarding the provision of power and location of lighting the estimate was well in excess of the budget allocation. This is mainly due to the provision of power to the area, which will require power supply from the memorial square side of Hesse Street, which would not provided for in the budet. It is proposed to defer this project and include in the Capital Works and Major Projects program for prioritisation. |

| | | | |
|--|---|-----------------|---|
| <p>Old Beech Forest
Road Major Re
Sheeting</p> | <p>\$317,000

(Council
contribution
\$44,755)</p> | <p>Deferral</p> | <p>An application was made to the Better Roads funding program, of which the funding program would contribute 6/7 of the total project cost. The application was unsuccessful, and as such it is proposed to defer this project. Another application has been made for this project from the same funding source. It is proposed that if successful, this project be placed in next years Capital Works and Major Projects program.</p> |
| <p>Refurbishment of
Shire Office</p> | <p>\$270,000</p> | <p>Deferral</p> | <p>Works were reliant on the sale of 6 Murray Street, which at this stage is not proceeding.

Please note, the income source identified will need to be removed from the budget also.</p> |
| <p>Refurbishment of
Library Annex /
Human Services</p> | <p>\$450,000</p> | <p>Deferral</p> | <p>Works were reliant on the sale of 6 Murray Street, which at this stage is not proceeding.

Please note, the income source identified will need to be removed from the budget also.</p> |
| <p>Central Reserve –
Repairs to Canteen</p> | <p>\$20,000</p> | <p>Deferral</p> | <p>Project deferred as per resolution of Executive 4 February 2010. Funds to be reallocated to COPACC Air Conditioner replacement. Request sent to Finance to create new project WO and reduce estimate for WO 1756</p> |
| <p>Switchboard Upgrade
- Botanic Gardens
Tearooms</p> | <p>\$1,200</p> | <p>Deferral</p> | <p>Deferred to 2010/11. Advice received from the Electrical contractor indicated that the mains power supply should be upgraded, and as such the budget allocation was not adequate. Propose to expand the scope of the project for next year to include power supply upgrade and switchboard upgrade.</p> |

| | | | |
|--|-----------|------------------|---|
| Switchboard Upgrade
– Irrewarra Saleyards | \$5,000 | Deferral | Deferred to 2010/11. Advice received from the Electrical contractor indicated that the mains power supply should be upgraded, and as such the budget allocation was not adequate. Propose to expand the scope of the project for next year to include power supply upgrade and switchboard upgrade. |
| Birregurra Toilet Replacement | \$130,000 | Deferral | Deferred until the sewer system is constructed and operational in Birregurra. This will then allow the toilet to be located within the park. |
| Birregurra / Forrest Structure Plan | \$78,200 | Carry Over (50%) | The review and amendment documentation will be completed within this financial year, the planning scheme amendment process is planned to be undertaken within the 2010/11 financial year. |
| Colac & Apollo Bay Car Parking Study | \$65,000 | Carry Over (50%) | The review and amendment documentation will be completed within this financial year, the planning scheme amendment process is planned to be undertaken within the 2010/11 financial year. |
| Rural Living Strategy | \$93,200 | Carry Over (50%) | The review and amendment documentation will be completed within this financial year, the planning scheme amendment process is planned to be undertaken within the 2010/11 financial year. |
| Planning Scheme Reveiw | \$40,000 | Carry Over (25%) | The review and amendment documentation will be completed within this financial year, the planning scheme amendment process is planned to be undertaken within the 2010/11 financial year. |

OM102804-9**REVIEW OF COUNCIL PLAN**

| | | | |
|-------------|--------------------------------|-----------|-----------|
| AUTHOR: | Colin Hayman | ENDORSED: | Rob Small |
| DEPARTMENT: | Corporate & Community Services | FILE REF: | GEN01688 |

Purpose

The purpose of this report is to consider a revised draft Council Plan for 2009 – 2013 and a revised Strategic Resource Plan for 2010-11 to 2013-14 to put out for public comment.

Declaration of Interests

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

Background

Under Section 125(7) of the *Local Government Act 1989* (LGA) Council must consider whether the current Council Plan requires any adjustment of the remaining period of the Plan.

If adjustments are made Council is required to undertake a submission process under Section 223 of the Act.

Under Section 126(3) of the Act, Council must review the Strategic Resource Plan (SRP) during the preparation of the Council Plan and adopt the SRP not later than 30 June each year.

The SRP provides a framework and model for Council to consider its future financial direction and to confirm that operating trends are affordable.

Discussions have been held with Councillors and officers on the current Council Plan. A number of alterations are proposed to the plan.

Council Plan / Other Strategies / Policy

The Council Plan is a strategic document outlining the objectives and strategies of Council.

The Plan includes:

- Our Vision;
- Our Mission;
- Our Values;
- Key Result Areas;
- Objectives;
- Strategies; and
- Key Actions.

Issues / OptionsChanges made to the Council Plan

The revised Council Plan has been adjusted after the first year to include additional actions and to revise timelines. Other minor changes have also been made. The changes have been tracked.

Additional or changed actions include:

Under Leadership and Governance:

- *Introduce the revised Procurement Policy and Council's Tendering & Contracting Procedures to ensure cost efficiency and transparency.*

Under Land Use and Development:

- *Prepare a Colac Residential Strategy that includes a review of long term growth options at Elliminyt.*
- *Participate in the G21 Regional Land Use Plan.*
- *Undertake a review of future growth options for Apollo Bay.*
- *Introduce a Salinity Management Overlay to affected areas.*
- *Work with State Government to review policies and provisions in fire risk areas as appropriate following the conclusion of the Bushfire Royal Commission.*

Under Environmental Management:

- *Update the environmental overlays in the Planning Scheme to introduce the latest biodiversity mapping prepared by State Government.*
- *Develop and implement an Environmental Sustainability Policy.*

Under Community Health and Wellbeing:

- *Implement strategies in the Drug Action Plan.*
- *Develop a Civic and Cultural Precinct Plan for Colac.*

Changes made to the Strategic Resource Plan

Each of the statements:

- Standard Income Statement.
- Standard Balance Sheet.
- Standard Cash Flow Statement.
- Standard Statement of Capital Works.

It should be noted that the figures are projections. The budget for 2010-11 is still being developed.

The key financial challenges and targets have not altered:

Challenges facing the Council are:

- *Ageing infrastructure and a backlog of asset renewal;*
- *Extensive local roads system;*
- *Funding of capital expenditure investment;*
- *Environmental obligations including climate change;*
- *Maintaining operating surpluses;*
- *Maintenance of existing liquidity levels;*
- *Managing financial risks prudently in regard to debts, assets and liabilities;*
- *Development of rating policies that provide reasonable stability and equity in the level of the rate distribution;*
- *Financial capacity to fund major infrastructure projects.*

Other challenges which also need to be considered:

- *Availability of appropriately skilled staff;*
- *Changing demographics and an ageing population resulting in a changing demand for existing Council services and changing community expectation to enhance existing services;*
- *Diverse township and rural environments creating diverse wants and needs requiring flexible strategies to deal with them;*

- *Increasing government regulation placing demands on Council particularly in public risk, health and safety, planning, building, asset management and environmental management;*
- *Dealing with reduced levels of federal and state government funding.*

Targets to be achieved to address the challenges are:

- *Ensure asset renewal gap capital commitments are met in real terms for each year of the Strategic Resource Plan;*
- *Achieve consistent operating surpluses;*
- *Achieve strong working capital and liquidity positions;*
- *Ensure cash balances are equal or above statutory and reserve levels;*
- *Ensure funding is available to meet the Shire's current and future environmental obligations;*
- *Ensure funding is available to meet the Shire's current accommodation obligations;*
- *Review user fees and charges on an annual basis for equity and fairness.*

These targets will:

- *Meet the strategic objectives proposed in the Council Plan;*
- *Continue to address the infrastructure funding gap issues of Council;*
- *Provide a reasonable degree of consistency and stability in the level of rates burden;*
- *Enhance the longer term financial sustainability of Council*

Timelines

Under the *Local Government Act 1989* the revised Council Plan and Strategic Resource Plan needs to be adopted by 30 June each year.

The revised plans are also required to be put out for public submissions for at least a 28 day period.

Proposal

That Council endorse the revised 2009-2013 Council Plan and the 2010-11 to 2013-14 Strategic Resource Plan and release for public comment for a 6 week period.

Financial and Other Resource Implications

The Strategic Resource Plan has been adjusted in line with projections for the four year period.

The financial implications of the new and revised initiatives will be further addressed as part of the development of the 2010-11 budget and future revisions of the Strategic Resource Plan.

Risk Management & Compliance Issues

There are no risk issues associated with this report.

Environmental and Climate Change Considerations

The revised Council Plan Strategies and Key actions in the Environmental Management section are strengthened following the completion of Council's Environmental Strategy 2010-2018.

Community Engagement

There have been sessions with Councillors and officers in reviewing the Council Plan. The review has resulted in a number of proposed changes.

As per the Council's Community Engagement Policy and Section 223 of the *Local Government Act 1989* the Council Plan is required to go on public display. Section 223 of the Act stipulates at least a 28 day submission process. Under Section 223 of the *Local Government Act 1989*, Council must consider any written submissions which are received by the Council within 28 days after the publication of a public notice.

The Council policy stipulates a 6 week public display timeline. *Shorter time or longer frames may be appropriate depending on statutory requirements or other circumstances related to external deadlines.*

To enable the Council to hear any person who may wish to present their submission on the Council Plan/SRP on the 9 June it is proposed that a five week period is available for people to make a written submission.

Implementation

With a five week public display period the revised 2009-2013 Council Plan and 2010-2014 Strategic Resource Plan will be able to be presented to Council for endorsement at the June 2010 Council meeting after a time for consideration of submissions if required.

The revised documents will be then forwarded to the Minister for Local Government.

Conclusion

The Council Plan has been reviewed following discussions with Councillors and officers. A number of changes/additions have been made.

Council's SRP has also been adjusted. The SRP will achieve operational surpluses over the next four years and this will provide a foundation for the Shire's long term financial viability whilst funding the infrastructure renewal gap requirement.

The SRP will be reviewed on an annual basis in line with the review of the Council Plan. Council is required to review the Council Plan on an annual basis.

Attachments

1. Council Plan 2009-2013

Recommendation(s)

That Council:

1. ***Endorse the revised 2009-2013 Council Plan and the revised 2010-2014 Strategic Resource Plan and put out for public submissions for a five week period.***
2. ***Consider any submissions on the Council Plan and the Strategic Resource Plan at a Special Council Meeting on Wednesday 9 June 2010 at 1.00pm at COPACC.***

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## Council Plan 2009-2013



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## Purpose of the Council Plan

The Council Plan is a legislative requirement and each municipality is required to submit a new 4-year Council Plan to the Minister for Local Government, no later than 30 June of the year following a Council election.

The Council Plan is a strategic document outlining the objectives and strategies of Council to the community that the Colac Otway Shire Council, elected in November 2008, has developed to inform the community on the Strategic Actions to deliver its statutory requirements and to reflect the direction Council wishes to take during their electoral term.

Council has developed this Plan in consultation with its key stakeholders - our employees and the community we serve using our Values of Respect, Integrity, Goodwill, Honesty and Trust and the six key result areas of Council as the framework.

Council is pleased to note that over 132 ratepayers were consulted at eight Community Forums around the Shire during March 2009, when this Plan was first created, providing direct input for this Plan.

At the same time, a Community Survey was conducted, resulting in 759 people taking the opportunity to participate in the survey, providing 9,000 pieces of information used to guide the strategies and actions of this Council Plan.

The Plan underpins and guides our work and establishes the direction and priorities for the organisation for the remaining 3 years of this 4 year plan. Supporting plans such as business plans and specific topic strategies are also aligned to the Council Plan. Progress against the Plan will be measured at least quarterly and annually, in reports to Council and the publication of our Annual Report.

The Council Plan is reviewed annually to foster a more proactive approach to our long-term planning. It also enables Council to better respond to local and other issues in a more positive and timely manner.

### Strategic 'Snapshot' Report

Attached as an Appendix is a Strategic 'Snapshot' of the Shire. The purpose of this report is to provide information, facts and forecasts about the Colac Otway Shire that inform the development of the Council Plan 2009 to 2013.

The report is presented in the same structure as the Council Plan to enable a quick and easy translation.

The report is based on the best available information about the Shire. In some cases, the information is for wider geographical regions such as the Barwon or Victoria West Regions. Where this is the case, assumptions have been made as to the applicability to Colac Otway.

The report is intended to generate discussion, raise awareness and support the development of strategies and actions that address the challenges facing the municipality.

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## Our Vision, Mission and Values

### Our Vision

Council will work together with our community to create a sustainable, vibrant future

### Our Mission

Council will work in partnership with our community and other organisations to provide:

- Effective leadership, governance and financial accountability
- Affordable and effective services
- An advocacy and engagement approach to sustainably grow our community

### Our Values

Council will achieve its Vision and Mission by acting with:

- Respect
- Integrity
- Goodwill
- Honesty
- Trust

### Mayor and CEO's Message

Photo

It is with great pleasure that we present the revised 2009 – 2013 Council Plan.

CEO Rob Small (left) and Cr Lyn Russell (right)

The Council Plan 2009 – 2013 is Colac Otway Shire's key corporate document. We encourage community members to read this document as it identifies Council's key directions and priorities for the next 3 years of the 4 year Plan.

The Council Plan has been developed via a collaborative process between elected Councillors, the organisation and the Colac Otway Shire community. Also taken into consideration were the results of detailed research undertaken on key factors and issues impacting on the future growth and development of the municipality. We have included this information as an attachment to the Council Plan.

The six Key Result Areas in the Plan are where Council focuses its attention to achieve outcomes for the community. Strategic Objectives are underpinned by Strategies which will determine the way Council manages and delivers services to the Colac Otway community during the four years to 2013.

The Council Plan is closely aligned with the preparation of the annual Budget process, which resources our activities and initiatives. The Council Plan details the Key Actions that Council will pursue during the next 3 year period and the indicators and targets that will be used to monitor the Strategic Objectives.

**Cr Lyn Russell**  
Mayor  
Colac Otway Shire

**Rob Small**  
Chief Executive Officer  
Colac Otway Shire

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Our Council



**Cr Lyn Russell**  
Mayor

Telephone: (03) 5231 5191 (AH)  
Mobile: 0419 326 624  
Email: lyn.russell@colacotway.vic.gov.au



**Cr Stephen Hart**  
Deputy Mayor

Telephone: (03) 5237 3196 (AH)  
Mobile: 0448 844 497  
Email: lavershill@skymesh.com.au

Deleted: Deputy



**Cr Frank Buchanan**

Telephone: (03) 5237 7800 (AH)  
Mobile: 0427 859 712  
Email: frankbuchanan@live.com.au



**Cr Brian Crook**

Telephone: (03) 5237 3885 (AH)  
Mobile: 0448 352 583  
Email: brian.crook@colacotway.vic.gov.au

Deleted: Mayor



**Cr Stuart Hart**

Telephone: (03) 5235 8391  
Mobile: 0417 560 421  
Email: hartstuar@gmail.com



**Cr Geoff Higgins**

Telephone: (03) 5231 4864 (AH)  
Mobile: 0419 303 873

Deleted: 0429 978 612



**Cr Chris Smith**

Telephone: (03) 5235 1255 (AH)  
Mobile: 0419 351 255



## How Council Operates

Together Councillors make up Colac Otway Shire Council, a statutory body constituted under the Local Government Act 1989. Council is responsible for setting the organisation's direction and ensuring that it performs effectively on behalf of the Colac Otway Shire community.

### Council Meetings

Council meetings are generally held on the 4<sup>th</sup> Wednesday of each Month and are open to the public. Council meetings are held at the Council offices in Colac, with two meetings a year held in Apollo Bay. Council's meeting agendas and minutes are available on the Colac Otway Shire website [www.colacotway.vic.gov.au](http://www.colacotway.vic.gov.au).

The Mayor is elected annually by the Councillors. Committee appointments are made annually by Council. Committees of Council are as follows:

| Committee                                              | Purpose/Comments                                                                                                                                                                                                                                       |
|--------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Audit Committee<br>(Advisory Committee)                | To review financial and risk management systems and assist Council to carry out its corporate governance responsibilities. It has an independent member as the chairperson. The Chief Executive Officer (CEO) is a non-voting member.                  |
| Australia Day Advisory Committee                       | To review nominations and select Australia Day Award winners in the various categories.                                                                                                                                                                |
| Festival & Events Support Scheme<br>Advisory Committee | To consider the applications received for the Festival & Events Support Scheme and make any recommendations to Council on any strategic directions for specific events or the Support Scheme.                                                          |
| Grants/Community Funding Advisory<br>Committee         | To consider the applications received for the Community Funding program and make recommendations on any strategic directions for the specific projects or funding programs.                                                                            |
| Planning Committee<br>(Special Committee)              | To consider and determine all matters referred to it pursuant to the instrument of delegation, matters relating to strategic issues, receiving regular reports on key performance indicators, and other matters referred to the Committee as seen fit. |
| Small Town Improvement Program<br>Advisory Committee   | To consider the applications received for the Small Town Improvement Program.                                                                                                                                                                          |

**Note:** A number of the committees include external members and staff. On an annual basis, Council also appoints Councillors to a number of other committees and external bodies.

## Overview of the Shire

We are fortunate to live in this part of the world, with its natural beauty and diversity of industry. Colac Otway Shire has some of the most picturesque scenery in the State. A large proportion is State Forest and National Park, including beaches, coastline, rainforests, waterfalls, volcanic lakes and craters.

Colac Otway Shire is situated within a two hour drive of Melbourne and is a vibrant and progressive rural, residential and resort area.

Colac is thought to be named after the local Coladjin Aboriginal tribe that once lived in the area and Cape Otway was named by Lieutenant Grant in 1801 after a Captain Otway.

In the northern hinterland much of the rural area is used for timber and agriculture, with farming, cropping and dairying being the main agricultural activities.

A drive south through Colac leads to the Otway Ranges, home to one of Australia's most significant cool climate rainforest areas. The Otways are important to the Shire and the wider region for tourism, timber and water harvesting, with tourism being especially important in the southern section along the Great Ocean Road.

### The Shire at a Glance

The Shire has two main townships; the largest being Colac, the major service town where most community support and health services, retail trade and manufacturing businesses are located. The other major township is Apollo Bay, which serves as the major tourism centre. Dotted throughout the Shire are many small and historic towns with active community associations.

|                                                      |                     |
|------------------------------------------------------|---------------------|
| Area:                                                | 3,427 sq kilometres |
| Length of Local Roads:                               | 1,637 kilometres    |
| Number of Rateable Properties (as at 31 March 2010): | 14,395              |

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The following data is sourced from the Australian Bureau of Statistics Census 2006:

#### Employment

95.4% of the labour force is employed.

The four most popular industry sectors are:

- Retail Trade (1,370 persons or 14.6%)
- Agriculture, Forestry & Fishing (1,334 persons or 14.2%)
- Health and Community Services (1,035 persons or 11.1%)
- Manufacturing (1,028 persons or 11.0%)

In combination, these four industries employed a total of 4,767 people or 50.9% of the employed resident population.

*Age Structure*

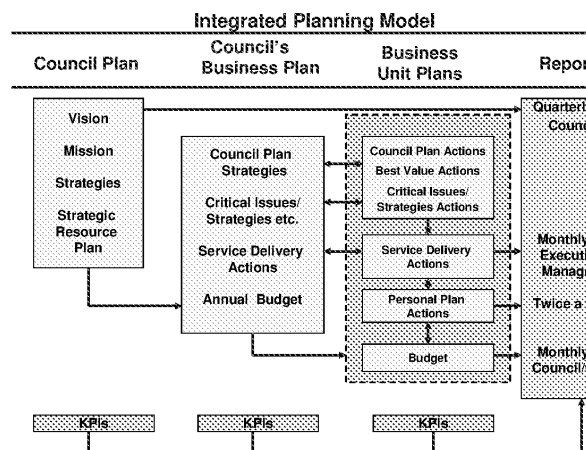
Age structure is an important indicator of an area's residential role and function and how it is likely to change in the future. The age structure of a population is usually indicative of an area's era of settlement and provides key insights into the level of demand for services and facilities, as most services and facilities are age-specific.

|                                          |        |       |
|------------------------------------------|--------|-------|
| Population at 30 June 2006:              | 20,293 |       |
| 0-4 yrs                                  |        | 5.9%  |
| 5-11 yrs                                 |        | 9.5%  |
| 12-17 yrs                                |        | 9.4%  |
| 18-24 yrs                                |        | 7.5%  |
| 25-34 yrs                                |        | 10.2% |
| 35-49 yrs                                |        | 20.8% |
| 50-59 yrs                                |        | 14.1% |
| 60-69 yrs                                |        | 10.2% |
| 70-84 yrs                                |        | 10.2% |
| 85+ yrs                                  |        | 2.2%  |
| Colac Otway residents born in Australia: |        | 87.3% |

### Council's Planning Framework

Colac Otway Shire's Council Plan plays a vital role in shaping the future of the municipality over the next four years. It sets out local and regional challenges and opportunities for our community.

This planning document embodies Council's Plans, Objectives, Strategies and Key Actions that will enable us to achieve our long term vision of a sustainable, vibrant future in partnership with our community.



#### Business Plans

The provision of strategic direction through the Council Plan and the allocation of funding through the Budget is not enough by itself to deliver 'on the ground' results. This can only be achieved through plans for actions involving all appropriate human, physical and financial resources. For local government this requires detailed planning across the wide range of services it delivers and functions it performs. These internal action plans are prepared annually and are known as Unit Business Plans.

#### Continuous Improvement (Best Value)

Best Value is a commitment from Colac Otway Shire to provide best value for the resources we use and the best possible services for our community.

Councils are required by the Local Government Act to ensure their services take into account the following Best Value principles:

- Specific quality and cost standards for every Council service
- Responsiveness to community needs
- Accessibility and appropriately targeted services
- Continuous improvement
- Regular community consultation on all services and activities
- Frequent reporting to the community



Council will apply these principles to continuously improve its strategic and service planning as well as its service delivery. This ongoing improvement will assist Council to maintain its flexibility and provide resources to meet the community's needs, thereby building on our commitment to provide high quality, cost effective services and facilities that promote community wellbeing.

## Development of the Council Plan

### 1. Strategic Research

Extensive strategic research underpins the development of this Council Plan, with the Strategies and Key Actions for each of the Key Result Areas in the Plan supported by these findings.

A 'snapshot' of the collated results of the research is included as an attachment to the Council Plan. The information, facts and forecasts in the report are posed as Challenges to achieving the Vision and Objectives.

Following is an excerpt from the report:

*"There are numerous positive performance indicators and examples of success throughout the Shire; however, the focus of this report is to capture the things that need to be addressed to achieve the preferred future for the municipality.*

*There are two types of "Challenge" described for each Key Result Area, being:*

1. *Municipal Wide Challenges – describe the challenges facing the whole municipality, not just the Council as a Local Government Authority.*

*Municipal wide challenges are not the sole responsibility of one organisation or level of government and therefore require multi-agency collaboration if they are to be addressed. Council therefore has a choice whether it gets involved through a leadership, advocacy, facilitation or participant role in addressing the challenge.*

2. *Council Specific Challenges – describe the challenges that are directly under the control or responsibility of Council.*

*Council will need to decide if the challenge requires a strategic response and resource allocation.*

*Actions to address the Challenges will often require a combination of Council, community, government and private sector partnerships, funding and collaboration."*

In addition to the background data and research, the development of the Council Plan is also the outcome of the following inputs:

- Statutory requirements
- Contracts and Agreements
- Employer obligations
- Technical and Specialist input
- Councillor input
- Staff input
- Community Input
- Ideas and feedback
- Council Plan 2005-2009

## 2. Engagement and Consultation

### A. Council and Organisation Input

In early December 2008, input and endorsement was sought from the newly elected Council on the proposed Council Plan framework, key activities and timetable for completion of the Plan.

A series of five workshops were held with staff from across the organisation, and at all levels, at which a draft framework for the new Council Plan was workshopped.

The views of staff were sought on the 2005-2009 Vision, Mission and Values; what was still current, what had changed and what should be included. The proposed Strategic Objectives were discussed and challenges to achieving the objectives identified. Strategies and Key Actions were identified using the 'MoSCoW' process developed by the City of Melbourne:

- Must Do
- Should Do
- Could Do
- Won't Do (or Can't Do)

along with items for consideration as part of a Long-Term Financial Plan

In December 2008 and January 2009, Council workshopped their new Vision, Mission and Values and provided input into the draft Key Result Areas, Strategic Objectives and Strategies in the Council Plan.

In February 2009, Council endorsed the program for consultation with the community on the Strategies proposed for the new Council Plan and to seek the community's views and input on issues of concern.

*As required by the Local Government Act, Council has undertaken an annual review of the Council Plan to ensure that the Plan retains its currency. While there is no major structural change to the Plan for the remaining 3 years of its operation, several Key Actions have been added to address emerging issues.*

### B. Community Input

Community consultation and engagement is a core ingredient in Council's planning framework. Council undertook an extensive community consultation program during the development of this Council Plan in 2008. Two approaches were used; a **Community Survey** and eight **Community Forums**.

The **Community Survey** of 759 resident and non-resident ratepayers targeted people 15 to 80+ years of age in direct proportion to the current demographic distribution and gender balance of the Shire. A variety of methods were used including web, email, direct contact, paper and mail providing a 95% confidence rate in the survey outcomes. The survey covered the Shire by gathering input from all towns and districts using a Zone based approach:

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| Area                           | Population                                                                                                                                                                                                                                                                                                                                                                     | Percentage         |
|--------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|
| <b>Colac Otway Shire TOTAL</b> |                                                                                                                                                                                                                                                                                                                                                                                | <b>20,293 100%</b> |
| <b>Urban Colac</b>             | Colac, Elliminyt                                                                                                                                                                                                                                                                                                                                                               | 11,407 56.2%       |
| <b>Rural North</b>             | Alvie, Beecac, Brevigunta, Cororooke, Cressy, Irrewarra and Warrion, and the localities of Balintore, Barunah Plains, Coragulac, Corunnun, Cundare, Cundare North, Dreeite, Dreeite South, Eurack, Ombersley, Ondit, Warncoort, Weering, Whoorel, Winchelsea (part), Wingeel and Wool Wool                                                                                     | 3,346 16.5%        |
| <b>Rural South</b>             | Barongarook, Carlisle River, Forrest, Gellibrand, Larpent, Pirron Yallock and Swan Marsh, and the localities of Barongarook West, Barramunga, Barwon Downs, Bungador, Carpendeit (part), Gerangamete, Irrewillipe, Irrewillipe East, Jancourt East (part), Kawarren, Murroon, Nalangil, Pennyroyal, Simpson (part), Stonyford, Yeo and Yeodene                                 | 2,966 14.6%        |
| <b>Great Ocean Rd Otways</b>   | Apollo Bay, Beech Forest, Glenaire, Johanna, Kennett River, Lavers Hill, Marengo, Skenes Creek, Wongarra and Wye River, and the localities of Aire Valley, Cape Otway, Chapple Vale, Ferguson, Gellibrand Lower (part), Grey River, Hordern Vale, Mount Sabine, Petticoat Creek, Separation Creek, Skenes Creek North, Sugarloaf, Tanybryn, Weeaprounah, Wyelangta and Yuulong | 2,584 12.7%        |

Eight *Community Forums* were conducted at various times and in seven locations across the Shire (highlighted in blue text in the above table) that included the main towns and population areas. The Forums were run in a 'World Café' style where tables discussed the topics of the day, with the help of a facilitator, and then recorded their input on the survey form.

The nature of the Forums allowed for more topics to be explored and background information to be provided. Wider strategic 'Big Picture' topics such as the Environment, Economy, Community and Population Sustainability were discussed. Whilst these areas are not directly or totally the responsibility of Council, they represent the core sustainability, and therefore the viability, of the Shire and have a significant impact on Council operations i.e. services, infrastructure, rate base and image.

Input and feedback is sought from the community on an ongoing basis in regard to all the major strategies and policies developed and adopted by Colac Otway Shire. Significantly, this consultation is embedded in Council business agendas through the obligation to address the issue of community consultation in all reports and recommendations that come before Council for consideration.

Statutory compliance plays a vital part in ensuring that at least an acceptable level of community consultation is achieved. In terms of the Council Planning framework, the preparation and adoption processes for both the Council Plan and the Budget are subject to compliance with Section 223 of the Local Government Act 1989, which provides for public notices and the receipt and consideration of submissions from the community.

The community was invited to provide comment on the revised Council Plan during 2010.

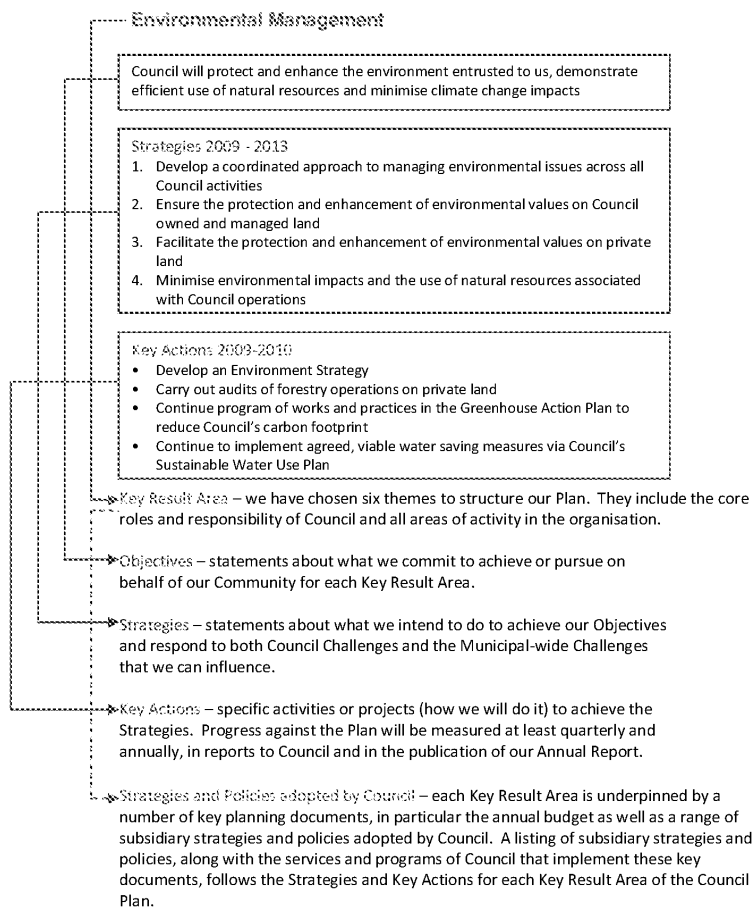
## Using the Plan

The Council Plan is a strategic document that outlines the strategic objectives of Council to the community.

The Council Plan is a legislative requirement and each local government needs to submit a new 4-year Council Plan to the Minister, no later than 30 June of the year following a Council election.

The Council Plan is divided into six Key Result Areas, or themes, each with its own Objective and set of Strategies and Actions that will contribute to the achievement of the Objective. Achievements against the planned Actions will be reported on quarterly to Council and in the Annual Report, thus ensuring Council is accountable and responsible for its performance.

### An Example of how it works



The final two components that complete the Council Plan are:

- **Strategic Indicators:** measures of performance that monitor our progress against the Objectives of the 6 Key Result Areas
- **Strategic Resource Plan:** specifies the financial and non-financial resources required to achieve our Council Plan

## Key Result Areas and Objectives

The following key result areas and objectives guide our decisions and encompass all areas of Council activities.

Council currently provides direct funding and services for each key result area however, in all cases, Council is not the only level of government or organisation involved in service and infrastructure provision.

Council therefore has a fundamental role to lead, advocate and facilitate partnerships on behalf of the community to achieve the following objectives:

**1. Leadership and Governance**

Council will fulfil its leadership, statutory and legal obligations to its community and staff in a way that is: fair, ethical, inclusive, sustainable, financially responsible and meets the needs and practical aspirations of current and future generations.

**2. Physical Infrastructure and Assets**

Council will provide and maintain Council infrastructure and assets that meet community needs now and in the future.

**3. Land Use and Development**

Council will engage, plan and make decisions about land use and development that takes into account the regulatory role of Council, its diverse geography, social, community, economic and environmental impacts for current and future generations.

**4. Environmental Management**

Council will protect and enhance the environment entrusted to us, demonstrate efficient use of natural resources and minimise climate change impacts.

**5. Economic Development**

Council is committed to facilitating a healthy and resilient economy through effective leadership, advocacy, and partnership.

**6. Community Health and Wellbeing**

Council will promote community health and wellbeing in partnership with other health services. Through a partnership approach, Council will provide a broad range of customer focused health, recreational, cultural and community amenities, services and facilities.

**NOTE**

For each of the six Key Result Areas, the timing of the following Key Actions to deliver Council Plan Strategies indicates either a commitment to consistent effort over the 4 year Plan period or a specific period within which the Action will be completed. All Actions are subject to the Annual Review of the Council Plan and the allocation of resources through the annual Council Budget.

**1. LEADERSHIP AND GOVERNANCE**

**Objective**

*Council will fulfil its leadership, statutory and legal obligations to its community and staff in a way that is: fair, ethical, inclusive, sustainable, financially responsible and meets the needs and practical aspirations of current and future generations.*

Council is committed to achieving the following strategies for **Leadership and Governance**. We will use the associated actions to measure how effectively we implement the strategies.

| Strategies (what)                                                                                                  | Key Actions (how)                                                                                                                                                                                                               | Timing (when)        |
|--------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|
| 1. Lead the community in responding to the current and long term sustainability challenges facing the municipality | 1. Pursue the development of a collaboratively developed Sustainable Population Strategy that takes into account the demographic, social, environment, economic, land use and leadership factors that make a great municipality | <del>2010-2012</del> |
|                                                                                                                    | 2. Review <del>and, where possible, simplify</del> Council's Local Laws                                                                                                                                                         | 2010-2013            |
|                                                                                                                    | 3. Review of Council's Policies                                                                                                                                                                                                 | 2009-2013            |
| 2. Improve community engagement to ensure open, accessible, transparent planning and decision making               | 1. Continuously improve and implement Council's Community Engagement Policy, Procedure and Toolkit                                                                                                                              | 2009-2013            |
|                                                                                                                    | 2. Conduct community forums throughout the Shire                                                                                                                                                                                | 2009-2013            |
| 3. Provide responsible financial management                                                                        | 1. Develop a ten year financial plan that is integrated with Council's Asset Management Strategy                                                                                                                                | 2009-2013            |
|                                                                                                                    | 2. Support the Audit Committee and maintain an internal audit program ensuring an Audit Plan is developed and implemented annually based on the outcomes of the Risk Profiling project                                          | 2009-2013            |
|                                                                                                                    | 3. Implement a new chart of accounts in line with integration of the Financial Management software                                                                                                                              | <del>Completed</del> |
|                                                                                                                    | 4. Facilitate a strategic and integrated approach for grants applications which ensures alignment with the Council Plan and Budget                                                                                              | 2009 – 2013          |
|                                                                                                                    | 5. Secure multiple grants for major projects, where possible, to reduce Council's matching contribution from other than rate revenue                                                                                            | 2009 – 2013          |
|                                                                                                                    | 6. <del>introduce the revised Procurement Policy and Council's Tendering &amp; Contracting Procedures to ensure cost efficiency and transparency</del>                                                                          | <del>2010-2013</del> |
| 4. Continuously improve the services directly provided by Council                                                  | 1. Carry out best value reviews on Council operations and implement the prescribed actions                                                                                                                                      | 2009-2013            |
|                                                                                                                    | 2. Improve Council's Customer Service capability to increase customer satisfaction                                                                                                                                              | 2009-2013            |
|                                                                                                                    | 3. Actively promote the delivery of responsive customer service across the organisation                                                                                                                                         | 2009-2013            |

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| Strategies (what)                                                                                                                                                                | Key Actions (how)                                                                                                                                                                                                         | Timing (when)        |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|
| 5. Advocate for improved infrastructure, services and utilities provided to our community by other organisations or levels of Government and in relation to environmental issues | 1. Advocate and influence the development of water authorities' water supply demand policies and strategies                                                                                                               | 2009-2013            |
|                                                                                                                                                                                  | 2. Advocate for increased State Government recognition and funding as compensation for the Shire's larger than average area of non-rateable land                                                                          | 2009-2013            |
|                                                                                                                                                                                  | 3. Advocate for appropriate State and Federal Government funding for community priorities                                                                                                                                 | 2009-2013            |
|                                                                                                                                                                                  | 4. Participate in G21 and Great South Coast resource sharing forums and negotiations on regional strategic objectives                                                                                                     | 2009-2013            |
|                                                                                                                                                                                  | 5. Advocate for appropriate fire prevention activities in the Great Otway National park and other public land                                                                                                             | 2009-2013            |
| 6. Attract and retain quality staff                                                                                                                                              | 1. Negotiate the fifth Colac Otway Shire Enterprise Agreement                                                                                                                                                             | 2009-2011            |
|                                                                                                                                                                                  | 2. Work in partnership with local and industry groups on employment branding initiatives that enhance the profile and appeal of local government as an "employer of choice"                                               | 2009-2013            |
| 7. Provide a fair, safe and healthy work environment                                                                                                                             | 1. Enhance and implement the corporate occupational health and safety systems (SafetyMap) and ensure ongoing compliance with all relevant regulations                                                                     | 2009-2013            |
|                                                                                                                                                                                  | 2. Review Council Offices and Staff Accommodation to ensure appropriate space is provided to accommodate staff                                                                                                            | 2009-2012            |
| 8. Continuously improve operational systems, processes and minimise risk                                                                                                         | 1. Implement the Risk profiling project (including a review of the Risk Management strategy and implementation of the Risk Register software) to effectively manage and minimise Council's liabilities and eliminate risk | <del>Completed</del> |
|                                                                                                                                                                                  | 2. Review and update Council's Risk Management Policy and Procedures Manual including compliance audits                                                                                                                   | 2009-2013            |
|                                                                                                                                                                                  | 3. Implement the Systems and Processes Review project to ensure that systems and processes are operating effectively and providing support to eliminate risk                                                              | 2009-2013            |
|                                                                                                                                                                                  | 4. Implement Council's Information Communication Technology strategic plan                                                                                                                                                | 2009-2013            |
|                                                                                                                                                                                  | 5. Develop and implement Council's Information Services disaster recovery environment                                                                                                                                     | 2009-2013            |
|                                                                                                                                                                                  | 6. Seek opportunities for sharing of resources and expertise across the region                                                                                                                                            | 2009-2013            |
| 9. Communicate regularly, effectively and honestly with the community                                                                                                            | 1. Provide relevant, timely and accurate information to the community using print, radio and web media, as well as non-media channels such as newsletters and the Colac Otway Shire website                               | 2009-2013            |
|                                                                                                                                                                                  | 2. Ensure Colac Otway Shire's website is accessible, easy to navigate, utilises appropriate web technologies and contains relevant and up-to-date information                                                             | 2009-2013            |

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| Strategies (what)                                                                                       | Key Actions (how)                                                                                                                                                                        | Timing (when) |
|---------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
| 10. Meet our statutory obligations for community safety, security and responses to emergency situations | 1. Implement the Domestic Animal Management Plan                                                                                                                                         | 2009-2013     |
|                                                                                                         | 2. Implement the Municipal Fire Prevention Plan                                                                                                                                          | 2009-2013     |
|                                                                                                         | 3. Establish integrated fire management practices and endorse Township Protection Plans and neighbourhood Safer Places where appropriate                                                 | 2010-2013     |
|                                                                                                         | 4. Undertake an annual review of the Municipal Emergency Management Plan (MEMP) from a Shire perspective and implement awareness training and readiness programs for community and staff | 2009-2013     |

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**Leadership and Governance** is supported by the continued delivery of a diverse range of services, projects and programs and specific plans and documents.

| Services that support leadership and governance:  | Documents, strategies and plans that support leadership and governance: |
|---------------------------------------------------|-------------------------------------------------------------------------|
| Audit Program                                     | Annual Budget                                                           |
| Communications                                    | Annual Business Plans – Corporate Services                              |
| Corporate Governance                              | Annual Report and Quarterly Performance reports                         |
| Corporate Systems development and improvement.    | Audit Committee Charter                                                 |
| Council & Business Planning                       | Colac Otway Information Communication and Technology Strategy           |
| Councillor Support                                | Colac Otway Rating Strategy                                             |
| Customer Services                                 | Colac Otway Shire Enterprise Agreement 2006                             |
| Document Management Services                      | Council agendas and minutes                                             |
| Domestic Animal Services                          | Council Policies                                                        |
| Emergency Management/Readiness                    | Councillor Code of Conduct                                              |
| Executive                                         | Delegations & Authorisations Register                                   |
| Financial Management Systems and Services         | Domestic Animal Management Plan                                         |
| Fire Prevention                                   | Emergency Management Plan – Regional (COS)                              |
| Human Resources Management                        | Heatwave Strategy                                                       |
| Information Communication and Technology Services | Local Government Privacy Guide                                          |
| Local Laws Enforcement                            | Local Law No 1 – Consumption of Alcohol in public places                |
| Occupational Health and Safety                    | Local Law No 2 – General Local Law                                      |
| Rating/Property Services                          | Local Law No 3 – Livestock                                              |
| Risk Management                                   | Local Law No 4 – Processes of Local Government                          |
|                                                   | Municipal Emergency Management Plan                                     |
|                                                   | Municipal Fire Prevention Plan                                          |
|                                                   | Pandemic Influenza Plan                                                 |
|                                                   | Public Information Register                                             |
|                                                   | Risk Management Strategy                                                |
|                                                   | Strategic Resource Plan                                                 |
|                                                   | Style Guidelines                                                        |
|                                                   | Volunteer Engagement Strategic Plan                                     |

## 2. PHYSICAL INFRASTRUCTURE AND ASSETS

### Objective

**Council will provide and maintain Council infrastructure and assets that meet community needs now and in the future.**

Council is committed to achieving the following strategies for **Physical Infrastructure and Assets**. We will use the associated actions to measure how effectively we implement the strategies.

| Strategies (what)                                                                                                | Key Actions (how)                                                                                                                                                    | Timing (when) |
|------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
| 1. Ensure infrastructure development, renewal and maintenance plans address current and forecast community needs | 1. Plan and implement infrastructure projects that transform townships and promote economic development and community strengthening                                  | 2009-2013     |
|                                                                                                                  | 2. Review and implement Asset Management Plans to ensure that the level of funding for asset development, maintenance and upgrade meets the community's expectations | 2009-2013     |
|                                                                                                                  | 3. Develop a 10 year capital works and major projects program according to adopted priorities                                                                        | 2009-2011     |
|                                                                                                                  | 4. Review the 10 year capital works and major projects program annually                                                                                              | 2010-2013     |
| 2. Implement and manage Colac Otway Shire's Road Management Plan                                                 | 1. Continue active participation and involvement in the STEP Asset Management Program with the Municipal Association of Victoria                                     | 2009-2013     |
|                                                                                                                  | 2. In line with the Road Management Act 2004 requirements, review and update Colac Otway Shire's Road Management Plan                                                | 2010-2013     |
|                                                                                                                  | 3. Develop a Strategic Footpath Plan for Colac                                                                                                                       | 2012-2013     |
|                                                                                                                  | 4. Review and implement the Strategic Footpath Plan for Apollo Bay                                                                                                   | 2010-2011     |
| 3. Manage Council's buildings and facilities in a responsible, safe and sustainable manner                       | 1. Develop Building Assets Management Plan and implement according to adopted priorities                                                                             | 2010-2011     |
|                                                                                                                  | 2. Develop a Land Rationalisation Program                                                                                                                            | 2010-2012     |
|                                                                                                                  | 3. Develop a Building Rationalisation Program                                                                                                                        | 2011-2012     |
| 4. Improve local and regional transport networks to ensure safety and accessibility                              | 1. Implement the Transport Linkages and Transport Connections program                                                                                                | 2009-2013     |
|                                                                                                                  | 2. Implement the parts of the G21 Transport Plan relevant to Colac Otway Shire                                                                                       | 2009-2013     |
|                                                                                                                  | 3. In partnership with regional councils and VicRoads develop and implement a Road Safety Plan and Council approved road safety initiatives                          | 2012-2013     |
|                                                                                                                  | 4. Advocate for duplication of the Princes Highway from Winchelsea to Colac                                                                                          | 2009-2013     |
|                                                                                                                  | 5. Advocate for further improvements to the Princes Highway from Colac to the South Australian border                                                                | 2009-2013     |
|                                                                                                                  | 6. In partnership with VicRoads identify options and plan for alternative road access through or around Colac, particularly relating to freight movement             | 2010-2012     |
|                                                                                                                  | 7. Advocate for improved commuter Rail Services and safe Railway Crossings                                                                                           | 2009-2013     |

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| Strategies (what)                                                                                                            | Key Actions (how)                                                                                                                                                                      | Timing (when) |
|------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
| 5. Ensure environmental risks are adequately addressed for Council infrastructure works, including impacts of climate change | 1. Implement sound procedures to ensure that environmental constraints are adequately considered in the planning and implementation of Council's infrastructure maintenance activities | 2009-2013     |
|                                                                                                                              | 2. Develop a proposed long term management response to sea level rise for Council assets                                                                                               | 2009-2013     |

**Physical Infrastructure and Assets** is supported by the continued delivery of a diverse range of services, projects and programs and specific plans and documents.

| Services that support physical infrastructure and assets:                                                                                                                                                                                     | Documents, strategies & plans that support physical infrastructure and assets:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Apollo Bay Harbour Management<br>Asset Management<br>Building maintenance, development and upgrades.<br>Colac Livestock Selling Centre<br>Contract Management<br>Engineering Design<br>Infrastructure Maintenance and upgrades<br>Road Safety | Amended Road Management Plan<br>Apollo Bay Sand Study Final Report (2005)<br>Apollo Bay Strategic Footpath Network Plan (July 2002)<br>Bridge Asset Management Plan<br>Building Asset Management Plan<br>Colac Otway Stormwater Management Plan<br>Colac Otway Strategic Bicycle Plan (1999)<br>Great Ocean Road Landscape Assessment Study 2004 (State Government)<br>Road Asset Management Plan<br>Road Safety Strategy<br>Safety & Environment Management Plan (SEMP) Apollo Bay Harbour<br>Strategic Asset Management Plan<br>Three Towns Drainage Strategy |

**3. LAND USE AND DEVELOPMENT**

**Objective**

*Council will engage, plan and make decisions about land use and development that takes into account the regulatory role of Council, its diverse geography, social, community, economic and environmental impacts for current and future generations.*

Council is committed to achieving the following strategies for **Land Use and Development**. We will use the associated actions to measure how effectively we implement the strategies.

| Strategies (what)                                                                                                              | Key Actions (how)                                                                                                                                                   | Timing (when)        |
|--------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|
| 1. Ensure a partnership approach to land use planning that reflects the needs, values and aspirations of the community         | 1. <del>Advocate</del> to have Colac Otway Shire included in the State Government urban land monitoring program                                                     | 2009-2013            |
|                                                                                                                                | 2. Advocate for more detailed mapping of the Erosion Management Overlay by State Government                                                                         | 2009-2013            |
|                                                                                                                                | 3. Finalise a Rural Living Strategy and implement findings                                                                                                          | 2010-2011            |
|                                                                                                                                | 4. Finalise and implement a car parking study for Colac & Apollo Bay                                                                                                | 2009-2011            |
|                                                                                                                                | 5. Finalise and implement Birregurra and Forrest Structure Plans                                                                                                    | 2009-2011            |
|                                                                                                                                | 6. Prepare a <del>Colac Residential Strategy that includes a review of long term growth options at Elliminyt</del>                                                  | <del>2010-2013</del> |
|                                                                                                                                | 7. Prepare a precinct plan for East Colac                                                                                                                           | 2011-2013            |
|                                                                                                                                | 8. <del>In conjunction with the State Government, and subject to external funding, exhibit a Planning Scheme amendment for the Apollo Bay Harbour Master Plan</del> | 2009-2013            |
|                                                                                                                                | 9. <del>Participate in the G21 Regional Land Use Plan</del>                                                                                                         | <del>2009-2011</del> |
| 2. Ensure that responsible planning mechanisms are used to control development in areas potentially affected by climate change | 1. Work with State Government to develop appropriate planning controls that respond to predicted sea level rise                                                     | 2009-2013            |
| 3. Ensure all Council land use plans and strategies are current and responsive                                                 | 1. Undertake a four year review of the Planning Scheme                                                                                                              | 2009-2011            |
|                                                                                                                                | 2. Regularly update and improve the Colac Otway Planning Scheme through Planning Scheme amendments                                                                  | 2009-2013            |
|                                                                                                                                | 3. <del>Prepare a Commercial Strategy for Colac</del>                                                                                                               | 2009-2013            |
|                                                                                                                                | 4. <del>Undertake a review of future growth options for Apollo Bay</del>                                                                                            | <del>2010-2012</del> |
| 4. Enforce planning and building regulations to meet legislative requirements                                                  | 1. Implement comprehensive monitoring of the Essential Safety legislative requirements                                                                              | 2009-2013            |
|                                                                                                                                | 2. Review practices for monitoring swimming pool fencing                                                                                                            | 2009-2011            |
|                                                                                                                                | 3. Implement mechanisms to improve knowledge of building and planning requirements/responsibilities                                                                 | 2009-2013            |

**Deleted:** Prepare an updated residential and industrial land supply analysis for Colac, and seek

**Deleted:** 2009

**Deleted:** precinct plan for

| Strategies (what)                                                                                                           | Key Actions (how)                                                                                                                                                      | Timing (when) |
|-----------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
| 5. Ensure consistent and timely decision making for building and planning applications that meet Council's policy framework | 1. Document and continuously improve processes and procedures for assessment and determination of building and planning permit applications                            | 2009-2011     |
|                                                                                                                             | 2. Prepare and develop a more comprehensive Information Kit on building and planning application requirements                                                          | 2009-2011     |
|                                                                                                                             | 3. Provide improved access to building and planning information on Council's website                                                                                   | 2009-2013     |
| 6. Ensure that environmental risks are adequately addressed for new development and land use                                | 1. Work with State Government to develop and introduce planning controls that accurately reflect areas known to potentially have acid sulfate soils                    | 2009-2013     |
|                                                                                                                             | 2. <del>Introduce a Salinity Management Overlay to affected areas</del>                                                                                                | 2009-2013     |
|                                                                                                                             | 3. <del>Work with State Government to review policies and provisions in fire risk areas as appropriate following the conclusion of the Bushfire Royal Commission</del> | 2010-2013     |

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**Deleted:** risks through the Planning Scheme, Building legislation or other mechanisms

**Land Use and Development** is supported by the continued delivery of a diverse range of services, projects and programs and specific plans and documents.

| Services that support development and land use                        | Documents, strategies & plans that support development and land use                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-----------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Building Control Services<br>Statutory Planning<br>Strategic Planning | <ul style="list-style-type: none"> <li>■ Apollo Bay Car Parking Strategy (2002)</li> <li>■ Apollo Bay Structure Plan (2007)</li> <li>■ Barongarook Covenant Property Management Plan – Bush Tender (April 2006)</li> <li>■ Colac Central Business Area Strategy Plan</li> <li>■ Colac Otway Heritage Study (2003)</li> <li>■ Colac Otway Planning Scheme</li> <li>■ Colac Structure Plan (2007)</li> <li>■ Great Ocean Road Landscape Assessment Study 2004 (State Government)</li> <li>■ Kennett River, Wye River and Separation Creek Structure Plans (2008)</li> <li>■ Rural Land Strategy (2007)</li> <li>■ Skenes Creek, Kennett River, Wye River and Separation Creek Neighbourhood Character Study (2005)</li> </ul> |

**4. ENVIRONMENTAL MANAGEMENT**

**Objective**

**Council will protect and enhance the environment entrusted to us, demonstrate efficient use of natural resources and minimise climate change impacts.**

Council is committed to achieving the following strategies for **Environmental Management**. We will use the associated actions to measure how effectively we implement the strategies.

| Strategies (what)                                                                                                                                                                                                   | Key Actions (how)                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Timing (when)                                                           |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|
| 1. Develop a coordinated approach to managing environmental issues across all Council activities                                                                                                                    | <ol style="list-style-type: none"> <li>Finalise the development of an Environment Strategy</li> <li>Implementation of the Environment Strategy</li> <li>Development of annual Action Plans for the Environment Program</li> </ol>                                                                                                                                                                                                                                                            | <del>Completed</del><br>2009-2013<br>2010-2013                          |
| 2. Ensure the protection and enhancement of environmental values on Council owned and managed land                                                                                                                  | <ol style="list-style-type: none"> <li>Develop and implement action plans to manage the threats to environmental assets on Council managed land <del>in accordance with the Environment Strategy 2010-2018</del></li> <li>Continue to implement the Lake Colac Management Plan and the Re-vegetation and Weed Control Master Plan</li> </ol>                                                                                                                                                 | 2009-2013<br><br>2009-2013                                              |
| 3. Facilitate the protection and enhancement of environmental values on private land                                                                                                                                | <ol style="list-style-type: none"> <li>Continue to carry out audits of forestry operations on private land</li> <li>Continue to raise the awareness of private landholders on their responsibilities in relation to the environment</li> <li><del>Update the environmental overlays in the Planning Scheme to introduce the latest biodiversity mapping prepared by State Government</del></li> </ol>                                                                                        | 2009-2013<br><br>2009-2013<br><br><del>2010-2013</del>                  |
| 4. Minimise environmental impacts and the use of natural resources associated with Council operations <del>in accordance with Council's Environment Strategy 2010-2018</del>                                        | <ol style="list-style-type: none"> <li>Continue program of works and practices in the Greenhouse Action Plan to reduce Council's carbon footprint</li> <li>Continue to implement agreed, viable water saving measures via Council's Sustainable Water Use Plan</li> <li>Implementation of the planning scheme and Council processes to manage environmental issues associated with Council works</li> <li><del>Develop and implement an Environmental Sustainability Policy</del></li> </ol> | 2009-2013<br><br>2009-2013<br><br>2009-2013<br><br><del>2011-2013</del> |
| 5. Promote environmental values in the broader community and work with other stakeholders on managing large scale issues <del>in accordance with the process identified in the Environment Strategy 2010-2018</del> | <ol style="list-style-type: none"> <li>Coordinate a range of environmental events across the region</li> <li>Promote awareness of environmental issues through various media and forums</li> <li>Advocate where appropriate community views on environmental issues outside the direct responsibility of Council</li> <li>Encourage energy efficiency including the use of renewable and alternative energy sources</li> </ol>                                                               | 2009-2013<br><br>2009-2013<br><br>2009-2013<br><br>2009-2013            |

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| Strategies (what)                                 | Key Actions (how)                                                                                                                                                                               | Timing (when)                       |
|---------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|
| 6. Minimise, recycle and manage residential waste | 1. Implement the Landfill Rehabilitation Plan<br>2. Implement the Waste Management Plan and review current contractual arrangements<br>3. Implementation of the Waste Water Management Strategy | 2009-2013<br>2010-2011<br>2009-2013 |

**Environmental Management** is supported by the continued delivery of a diverse range of services, projects and programs and specific plans and documents.

| Services that support strong environmental management:                                                                                                                 | Documents, strategies & plans that support environmental management:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Environment Education/Promotion<br>Environment Planning<br>Natural Resource Management<br>Sustainability Management<br>Transfer Stations/Recycling<br>Waste Management | Domestic Wastewater Management Plan<br><a href="#">Environment Strategy 2010-2015</a><br>Greenhouse Action Plan<br>Lake Colac Management Plan<br>Poomeet Road Grassland Management Plan<br>Roadside Vegetation Management Plan<br>Sewering of Skenes Creek report<br>Sustainable Water Use Plan<br>Waste Water Issues Paper – Beeac<br>Waste Water Issues Paper – Forrest<br>Waste Water Management Birregurra – Issues Paper<br>Waste Water Management Kennett River – Issues Paper<br>Waste Water Management Strategy<br>Waste Water Management Wye River, and Separation Creek – Issues Paper<br>Weed Management Strategy |



## 5. ECONOMIC DEVELOPMENT

### Objective

***Council is committed to facilitating a healthy and resilient economy through effective leadership, advocacy, and partnership.***

Council is committed to achieving the following strategies for **Economic Development**. We will use the associated actions to measure how effectively we implement the strategies.

| Strategies (what)                                                                                        | Key Actions (how)                                                                                                                                                                                                                      | Timing (when) |
|----------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
| 1. Support the development of a diverse, skilled and capable workforce                                   | 1. Work with industry sectors on strategic workforce planning initiatives, including training and education                                                                                                                            | 2009 – 2013   |
|                                                                                                          | 2. Participate in local and regional task groups to improve access to vocational education and training and post compulsory education and training                                                                                     | 2009 – 2013   |
| 2. Work with business to recognise growth potential from climate change and renewable energy initiatives | 1. Form a climate change business reference group and participate in regional networks and initiatives that promote sustainable economic development and growth in 'green collar employment' and 'green economy' workforce development | 2010 – 2011   |
|                                                                                                          | 2. Encourage and promote renewable and alternative energy opportunities for the Colac Otway Shire                                                                                                                                      | 2009 – 2013   |
| 3. Support local business to develop and succeed                                                         | 1. Implement new business support and facilitation services that make it easy to do business in the Shire                                                                                                                              | 2009 – 2013   |
|                                                                                                          | 2. Enhance Colac's regional service centre status through the development of a Marketing strategy                                                                                                                                      | 2009 - 2011   |
|                                                                                                          | 3. Develop a Master Plan to support the redevelopment of the Colac Central Business District streetscape including traffic management, parking and the Memorial Square                                                                 | 2009 – 2011   |
|                                                                                                          | 4. Continue to provide world standard tourism support services                                                                                                                                                                         | 2009 – 2013   |
|                                                                                                          | 5. Implement Business Development training programs, networking events and Business Awards                                                                                                                                             | 2009 – 2013   |
|                                                                                                          | 6. Provide on line information for customers and potential investors to access businesses in the Shire                                                                                                                                 | 2009 - 2013   |
| 4. Lead, support and/or participate in regional and local development networks and partnerships          | 1. Promote and encourage the development of infrastructure to support nature based tourist development of Great Otway National Park/Otway Forest Park and Great Ocean Walk                                                             | 2009 - 2013   |
|                                                                                                          | 2. Promote and encourage the development of infrastructure to support Lake Colac tourism and community use                                                                                                                             | 2009 – 2013   |
|                                                                                                          | 3. Support local business associations such as Otway Business Inc, Apollo Bay Chamber of Commerce and Tourism                                                                                                                          | 2009 – 2013   |

|                                                                                                                                                                   |                                                                                                                                                                                                       |             |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
| 5. Participate in regional and Shire based marketing and promotion initiatives designed to promote 'brand awareness' of Colac Otways and Great Ocean Road region. | 1. Promote the Shire's strengths and competitive advantages to attract new investment                                                                                                                 | 2009 – 2013 |
|                                                                                                                                                                   | 2. Identify the capacity, demand and rating of accommodation in Colac including the attraction of a high end quality star hotel                                                                       | 2011 – 2013 |
|                                                                                                                                                                   | 3. Facilitate the development of services and a calendar of business events / industry conferences designed to attract and engage external business and job opportunity for families and young people | 2010 – 2013 |
|                                                                                                                                                                   | 4. Continue to provide strategic support to tourism including operation of the Colac and Apollo Bay Visitor Information Centres and provision of funding to Otways Tourism                            | 2009 - 2013 |
| 6. Facilitate the development of infrastructure for business investment, growth and liveability.                                                                  | 1. Support the Apollo Bay Harbor Precinct development                                                                                                                                                 | 2009 – 2013 |
|                                                                                                                                                                   | 2. Undertake streetscape planning for Apollo Bay to integrate with the proposed harbor development                                                                                                    | 2012 – 2013 |
|                                                                                                                                                                   | 3. Develop small town / community capability by providing infrastructure and resources, including continued support for the Small Town Improvement Program                                            | 2009 – 2013 |
|                                                                                                                                                                   | 4. Develop a strategy to establish a mini technology/ business facility in Apollo Bay to service local knowledge based and visitor requirements                                                       | 2009 – 2013 |
|                                                                                                                                                                   | 5. Lobby for improved telecommunications in the Colac Otway Shire for broadband and mobile coverage                                                                                                   | 2009 – 2013 |
| 7. Work in partnership with business, industry groups, government and agencies on sustainable economic growth.                                                    | 1. Develop improved educative material on Council policy and practices to assist business with development proposals                                                                                  | 2009 – 2013 |
|                                                                                                                                                                   | 2. Review business attraction and local business development policies                                                                                                                                 | 2009 – 2013 |

**Economic Development** is supported by the continued delivery of a diverse range of services, projects and programs and specific plans and documents.

| Services that support economic development:                                       | Documents, strategies & plans that support economic development:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|-----------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Business Development<br>Economic Development<br>Small Town Improvement<br>Tourism | <ul style="list-style-type: none"> <li>■ Action Agenda for Economic Development 2009 – 2013 (under development)</li> <li>■ Affordable Housing Strategy (2007)</li> <li>■ Apollo Bay and Marengo Neighbourhood Character Study (2003)</li> <li>■ Apollo Bay Harbour Precinct Master Plan (2007)</li> <li>■ Barwon Downs Township Master Plan (2006)</li> <li>■ Beeac Township Master Plan (2001)</li> <li>■ Birregurra Township Master Plan (2003)</li> <li>■ Carlisle River Township Master Plan (2004)</li> <li>■ Colac Otway Shire Tertiary Opportunity Study</li> <li>■ Colac Otway Tourism Review (2006)</li> <li>■ Cressy Township Master Plan (2007)</li> <li>■ Economic Development and Tourism Strategy</li> <li>■ Feasibility Study into Economic Activity in Forrest</li> <li>■ Forrest Township Master Plan (2007)</li> <li>■ Geelong and Colac Region Skills Research Project – Part 1 (2005)</li> <li>■ Gellibrand Township Master Plan (2004)</li> <li>■ Lake Colac Commercial Development Report (2007)</li> <li>■ Lavers Hill Township Master Plan (2006)</li> <li>■ Port of Apollo Bay Future Capacity Study Summary Report (2006)</li> <li>■ Swan Marsh Township Master Plan (2001)</li> </ul> |

**6. COMMUNITY HEALTH AND WELLBEING**

**Objective**

**Council will promote community health and wellbeing in partnership with other health services. Through a partnership approach, Council will provide a broad range of customer focused health, recreational, cultural and community amenities, services and facilities.**

Council is committed to achieving the following strategies for **Community Health and Wellbeing**. We will use the associated actions to measure how effectively we implement the strategies.

| Strategies (what)                                                                                                | Key Actions (how)                                                                                                                                                                                                                                                                           | Timing (when)         |
|------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| 1. Provide, facilitate or advocate for a range of health, recreation, community services and facilities          | 1. Develop a 10 year upgrade works program for Colac Otway Performing Arts and Cultural Centre                                                                                                                                                                                              | 2009- <del>2011</del> |
|                                                                                                                  | 2. Develop a 10 year capital upgrade works program for Blue Water Fitness Centre                                                                                                                                                                                                            | 2009- <del>2011</del> |
|                                                                                                                  | 3. Develop a 10 year capital upgrade works facility improvement program for all recreation facilities and investigate external funding options to assist with these works, with priority to Council owned facilities                                                                        | 2009- <del>2011</del> |
|                                                                                                                  | 4. Continue in partnership with the Colac Community and project stakeholders to plan and develop the Beechy Precinct in accordance with Council approvals and review Council's continued involvement in the Beechy Precinct in respect of all elements that still require Council approvals | 2009-2013             |
|                                                                                                                  | 5. Review and reconsider the recommendations from the "Apollo Bay Library and Facility Development Project"                                                                                                                                                                                 | 2010-2013             |
|                                                                                                                  | <del>6. Implement the recommendations of Council for the Colac Library Annexe/Sub-Branch</del>                                                                                                                                                                                              | <del>2010-2012</del>  |
|                                                                                                                  | 7. Review and implement the Council Community Grants Program guidelines                                                                                                                                                                                                                     | 2009-2013             |
|                                                                                                                  | 8. Implement Council's Recreation Strategy                                                                                                                                                                                                                                                  | 2009-2013             |
|                                                                                                                  | 9. Develop an Open Space Strategy                                                                                                                                                                                                                                                           | 2009-2011             |
|                                                                                                                  | <del>10. Develop a Bicycle Strategy</del>                                                                                                                                                                                                                                                   | <del>2009-2012</del>  |
|                                                                                                                  | <del>11. Implement strategies in the Drug Action Plan</del>                                                                                                                                                                                                                                 | <del>2010-2013</del>  |
|                                                                                                                  | <del>12. Develop a Civic and Cultural Precinct Plan for Colac</del>                                                                                                                                                                                                                         | <del>2011-2013</del>  |
| 2. Promote and facilitate cultural and community events throughout the municipality                              | 1. Implement the Arts and Cultural Strategy                                                                                                                                                                                                                                                 | 2009-2013             |
|                                                                                                                  | 2. Implement the Festival and Events Strategy                                                                                                                                                                                                                                               | 2009-2013             |
|                                                                                                                  | 3. Work with event organisers and community groups to develop a broad range of community festivals and events                                                                                                                                                                               | 2009-2013             |
| 3. Adopt a partnership approach to addressing the current and future health and wellbeing needs of the community | 1. Implement and promote the Municipal Public Health Plan                                                                                                                                                                                                                                   | 2009-2013             |
|                                                                                                                  | 2. Implement the Positive Ageing Strategy                                                                                                                                                                                                                                                   | 2009-2013             |
|                                                                                                                  | 3. Develop and implement an Early Years Plan                                                                                                                                                                                                                                                | 2009-2013             |
|                                                                                                                  | 4. Develop and implement an Access and Inclusion Plan                                                                                                                                                                                                                                       | 2009-2013             |
|                                                                                                                  | 5. Review the provision of Youth Services in the Shire                                                                                                                                                                                                                                      | <del>2010-2012</del>  |

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| Strategies (what)                                                         | Key Actions (how)                                                                                               | Timing (when) |
|---------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|---------------|
| 4. Support local communities to develop, grow and be great places to live | 1. Implement the Transport Connections Strategy                                                                 | 2009–2013     |
|                                                                           | 2. Liaise with local Real Estate Industry to monitor the local market and encourage diversity in housing choice | 2009–2013     |
|                                                                           | 3. Participate in local and regional Affordable Housing task groups                                             | 2009–2013     |
|                                                                           | 4. Work with Developers to create liveable, affordable and sustainable housing                                  | 2009-2013     |

**Community Health and Wellbeing** is supported by the continued delivery of a diverse range of services, projects and programs and specific plans and documents.

| Services that support community health and wellbeing: | Documents, strategies & plans that support community health and wellbeing: |
|-------------------------------------------------------|----------------------------------------------------------------------------|
| Aged & Disability Services                            | Access and Inclusion Plan 2009/2013                                        |
| Bluewater Fitness Centre (BWFC)                       | Arts and Cultural Strategy 2007/2011                                       |
| Colac Otway Performance Arts Centre (COPACC)          | Colac Otway Regional Cricket Plan                                          |
| Community Transport                                   | Drug Action Plan 2009/13                                                   |
| Economic Development (part)                           | Festival and Events Strategy 2007/2011                                     |
| Environmental Health Services                         | Heatwave Plan                                                              |
| Family and Childrens Services                         | Municipal Early Years Plan 2009/2013                                       |
| Festivals and Events                                  | Municipal Public Health Plan 2007/09                                       |
| Immunisation Services                                 | Positive Ageing Strategy 2008/12                                           |
| Maternal & Child Health Services                      | Recreation Strategy 2006/2010                                              |
| Primary Care Partnerships                             |                                                                            |
| Public Health planning                                |                                                                            |
| Recreation, culture planning, services and centres    |                                                                            |
| Rural Access                                          |                                                                            |
| Transport Connections                                 |                                                                            |
| Youth Services                                        |                                                                            |

### Strategic Indicators

The following details the Measures (or means) and Milestones of monitoring achievement against each Strategic Objectives

- Milestones: specific projects or activities being completed by a set time
- Measures: Council's success in this Plan will be measured numerically against the following targets

| Objectives                                                                                                                                                                                                                                          | Strategic Indicators                                              | Target<br><del>2015/11</del> | Source                             |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|------------------------------|------------------------------------|
| <b>Leadership and Governance</b>                                                                                                                                                                                                                    |                                                                   |                              |                                    |
| Council will fulfil its statutory and legal obligations to its community and staff in a way that is: fair, ethical, inclusive, sustainable, financially responsible and meets the needs and practical aspirations of current and future generations | Achievement of Council Commitments and Key Actions                | 100%                         | Council Plan Progress Report       |
|                                                                                                                                                                                                                                                     | Community satisfaction with the Overall Performance of Council    | 62%                          | DPCD Community Satisfaction Survey |
|                                                                                                                                                                                                                                                     | Community satisfaction with Council's Advocacy role               | 63%                          | DPCD Community Satisfaction Survey |
|                                                                                                                                                                                                                                                     | Community satisfaction with Council's Community Engagement        | 62%                          | DPCD Community Satisfaction Survey |
|                                                                                                                                                                                                                                                     | Community satisfaction with Council's Customer Contact            | 73%                          | DPCD Community Satisfaction Survey |
|                                                                                                                                                                                                                                                     | Risk Liability Assessment                                         | <del>80%</del>               | CMP Risk Management Audit          |
|                                                                                                                                                                                                                                                     | Liquidity Ratio                                                   | 1.50:1(Est AIFRS Adj)        | Audited Financial Statements       |
| Audit Opinion issued on Financial Statements                                                                                                                                                                                                        | Compliance with all statutory requirements                        | Audited Financial Statements |                                    |
| <b>Physical Infrastructure and Assets</b>                                                                                                                                                                                                           |                                                                   |                              |                                    |
| Council will provide and maintain Council infrastructure and assets that meet community needs now and in the future                                                                                                                                 | Achievement of Council Commitments and Key Actions                | 100%                         | Council Plan Progress Report       |
|                                                                                                                                                                                                                                                     | Percentage of Capital Works expenditure projects completed        | 85%                          | Capital Works Progress Report      |
|                                                                                                                                                                                                                                                     | Capital Works expenditure actual compared to budgeted expenditure | 85%                          | Capital Works Progress Report      |
| Asset renewal sustainability index                                                                                                                                                                                                                  | <del>80%</del>                                                    | Audited Financial Statements |                                    |

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| Objectives                                                                                                                                                                                                                                                            | Strategic Indicators                                     | Target<br><del>2010/11</del>                                                                                                             | Source                             |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|
| <b>Land Use and Development</b>                                                                                                                                                                                                                                       |                                                          |                                                                                                                                          |                                    |
| Council will engage, plan and make decisions about land use and development that takes into account the regulatory role of Council, its diverse geography, social, community, economic and environmental impacts for current and future generations.                  | Achievement of Council Commitments and Key Actions       | 100%                                                                                                                                     | Council Plan Progress Report       |
|                                                                                                                                                                                                                                                                       | Building permits processed within statutory timeframes   | 70%                                                                                                                                      | Council Plan Progress Report       |
|                                                                                                                                                                                                                                                                       | Planning permits processed within statutory timeframes   | 70%                                                                                                                                      | Council Plan Progress Report       |
| <b>Environmental Management</b>                                                                                                                                                                                                                                       |                                                          |                                                                                                                                          |                                    |
| Council will protect and enhance the environment entrusted to us, demonstrate efficient use of natural resources and minimise climate change impacts.                                                                                                                 | Achievement of Council Commitments and Key Actions       | 100%                                                                                                                                     | Council Plan Progress Report       |
|                                                                                                                                                                                                                                                                       | Increased Environmental Sustainability                   | <ul style="list-style-type: none"> <li>■ Milestone 5 (Cities for Climate Protection Program)</li> <li>■ Eco Buy Accreditation</li> </ul> | ICLEI Report<br>Eco Buy Report     |
| <b>Economic Development</b>                                                                                                                                                                                                                                           |                                                          |                                                                                                                                          |                                    |
| Council is committed to facilitating a healthy and resilient economy through effective leadership, advocacy, and partnership.                                                                                                                                         | Achievement of Council Commitments and Key Actions       | 100%                                                                                                                                     | Council Plan Progress Report       |
|                                                                                                                                                                                                                                                                       | Completion of Master Plan priorities for all small towns | 80%                                                                                                                                      | Council Report                     |
| <b>Community Health and Wellbeing</b>                                                                                                                                                                                                                                 |                                                          |                                                                                                                                          |                                    |
| Council will promote community health and wellbeing in partnership with other health services. Through a partnership approach, Council will provide a broad range of customer focused health, recreational, cultural and community amenities, services and facilities | Achievement of Council Commitments and Key Actions       | 100%                                                                                                                                     | Council Plan Progress Report       |
|                                                                                                                                                                                                                                                                       | Community satisfaction with Health and Human Services    | 77%                                                                                                                                      | DPCD Community Satisfaction Survey |
|                                                                                                                                                                                                                                                                       | Community satisfaction with Recreational Facilities      | 66%                                                                                                                                      | DPCD Community Satisfaction Survey |

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**COLAC OTWAY SHIRE**

**Strategic Resource Plan**

**2010-2011 to 2013-2014**

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#### INTRODUCTION

Council is required under the Local Government Act to prepare a Strategic Resource Plan (SRP) covering both financial and non-financial resources, for at least the next four years to support the Council Plan.

The Strategic Resource Plan provides a high-level, medium-term view of the resources Council intends to use to support its service provision to the Colac Otway community over the next four years. The SRP serves as the link between the 2009-2013 Council Plan and the Budget.

The Strategic Review Plan is reviewed on an annual basis in conjunction with the review of the Council Plan and annual budget process.

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#### LINK WITH COUNCIL PLAN

The Strategic Resource Plan is developed within an overall planning framework which guides the Council in identifying community needs and aspirations over the long term, converting these into medium (Council Plan) and short-term (Budget) goals and objectives.

The Strategic Resource Plan summarises the financial impacts of those goals and objectives and determines whether Council can afford those plans. The annual budget is framed within the Financial Plan, taking into account the activities and initiatives of the current year that contribute to achieving the strategic objectives specified in the Council Plan.

The Strategic Resource Plan is not a 'stand alone' document. The SRP links with other Council strategies.

#### RESOURCES

The resources available to Council can be grouped into three main sections:

1. Financial Resources
2. Infrastructure
3. Human Resources

#### 1. FINANCIAL RESOURCES

The financial outcomes and forecast long-term financial statements provided in the Strategic Resource Plan are reviewed on an annual basis.

The Strategic Resource Plan has been prepared on the basis of a number of challenges, targets and principles including:

**FINANCIAL CHALLENGES**

Challenges facing the Council are:

- Ageing infrastructure and a backlog of asset renewal
- Extensive local roads system
- Funding of capital expenditure investment
- Environmental obligations including climate change
- Maintaining operating surpluses
- Maintenance of existing liquidity levels
- Managing financial risks prudently in regard to debts, assets and liabilities
- Development of rating policies that provide reasonable stability and equity in the level of the rate distribution
- Financial capacity to fund major infrastructure projects

Other challenges which also need to be considered:

- Availability of appropriately skilled staff
- Changing demographics and an ageing population resulting in a changing demand for existing Council services and changing Community expectation to enhance existing services
- Diverse Township and rural environments creating diverse wants and needs requiring flexible strategies to deal with them
- Increasing government regulation placing demands on Council particularly in public risk, health and safety, planning, building, asset management and environmental management
- Dealing with reduced levels of federal and state government funding

**LONG TERM FINANCIAL PLAN**

Council will need to develop a Long Term Financial Plan which will provide further details on :

- Long Term Borrowing Strategy
- Rating and Other Revenue Strategy
- Long Term Reserve Strategy
- Asset Management/Asset Renewal Strategy

The Plan will be a document that will enable Council to better manage its financial resources.

Long-term financial planning enables councils to better plan and understand their long-term financial requirements, which includes consideration of sustainability, service provision levels and the creation, upgrading and renewal of infrastructure.

The Long Term Financial Plan will also need to further consider major projects including:

- Office Accommodation;
- Beechy Precinct Developments;
- Colac Central Business District; and
- Apollo Bay Streetscape.

**TARGETS**

Targets to be achieved to address the challenges are:

- Ensure asset renewal gap capital commitments are met in real terms for each year of the Strategic Resource Plan
- Achieve consistent operating surpluses
- Achieve strong working capital and liquidity positions
- Ensure cash balances are equal or above statutory and reserve levels
- Ensure funding is available to meet the Shire's current and future environmental obligations
- Ensure funding is available to meet the Shire's current and future accommodation obligations
- Review user fees and charges on an annual basis for equity and fairness

These targets will:

- Meet the strategic objectives proposed in the Council Plan
- Continue to address the infrastructure funding gap issues of Council
- Provide a reasonable degree of consistency and stability in the level of rates burden
- Enhance the longer term financial sustainability of Council

**STANDARD STATEMENTS**

The following Standard Statements form a special purpose financial report prepared specifically to meet the requirements of the Local Government Act 1989, as amended by the Local Government (Democratic Reform) Act 2003, relating to Standard Statements.

These statements provide information in relation to an aspect of Council's financial management. They should be read in conjunction with one another to obtain an overall understanding of Council's financial position and management.

The Standard Statements of Income, Balance Sheet, Cash Flows and Capital Works are prepared on bases consistent with the Budget and the Financial Statements.

The Standard Statements are prepared based on the assumption that all works are completed in a given year.

## Standard Income Statement

The Standard Income Statement for the Strategic Resource Plan shows what is expected to happen during the next four years in terms of revenue, expenses and other adjustments from all activities. The 'Total Changes in Equity' or 'bottom line' shows the total difference between the financial position at the beginning and the end of each year.

The Standard Income Statement requires revenues to be separately disclosed where the item is of such a size, nature or incidence that its disclosure is relevant in explaining the performance of the Council.

The Standard Income Statement also shows the movement in equity, so that a separate Statement of Changes in Equity is not necessary. The most common disclosures under this category are movements in asset revaluation reserves, which arise upon revaluations of assets and adjustments to opening accumulated surplus due to adoption of a new accounting standard.

Standard Income Statement  
For the four years ending 30 June 2014

|                                                                       | Strategic Resource Plan<br>Projections |               |               |               |
|-----------------------------------------------------------------------|----------------------------------------|---------------|---------------|---------------|
|                                                                       | 2010/11                                | 2011/12       | 2012/13       | 2013/14       |
|                                                                       | \$'000                                 | \$'000        | \$'000        | \$'000        |
| <u>Revenues</u>                                                       |                                        |               |               |               |
| <u>Operating revenues:</u>                                            |                                        |               |               |               |
| Rates & Charges                                                       | 19,868                                 | 20,956        | 22,104        | 23,309        |
| User fees                                                             | 4,090                                  | 4,212         | 4,339         | 4,462         |
| Contributions                                                         | 1237                                   | 1,266         | 1,337         | 1,391         |
| Grants & subsidies - Operating                                        | 8,673                                  | 8,322         | 8,978         | 9,337         |
| Other revenue                                                         | 210                                    | 254           | 339           | 402           |
| <u>Total operating revenues</u>                                       | <u>34,078</u>                          | <u>35,020</u> | <u>37,096</u> | <u>38,908</u> |
| <u>Capital revenues:</u>                                              |                                        |               |               |               |
| Grants & subsidies - Capital                                          | 9,226                                  | 9,758         | 9,717         | 9,100         |
| Contributed assets                                                    | 0                                      | 0             | 0             | 0             |
| <u>Total capital revenue</u>                                          | <u>9,226</u>                           | <u>9,758</u>  | <u>9,717</u>  | <u>9,100</u>  |
| <u>Total revenue</u>                                                  | <u>43,304</u>                          | <u>44,778</u> | <u>46,813</u> | <u>48,008</u> |
| <u>Expenses</u>                                                       |                                        |               |               |               |
| <u>Operating expenses:</u>                                            |                                        |               |               |               |
| Employee benefits                                                     | 11,964                                 | 12,482        | 13,019        | 13,575        |
| Materials and services                                                | 12,777                                 | 13,224        | 13,687        | 14,166        |
| Depreciation and amortisation                                         | 6,212                                  | 6,624         | 7,044         | 7,411         |
| Finance costs                                                         | 266                                    | 362           | 337           | 311           |
| Other expenses                                                        | 1,782                                  | 1,800         | 1,818         | 1,836         |
| <u>Total operating expenses</u>                                       | <u>32,001</u>                          | <u>32,492</u> | <u>32,805</u> | <u>33,299</u> |
| <u>Capital expenses</u>                                               |                                        |               |               |               |
| Net loss on disposal of property, infrastructure, plant and equipment | 210                                    | 195           | 268           | 50            |
| <u>Total capital expenses</u>                                         | <u>210</u>                             | <u>195</u>    | <u>268</u>    | <u>50</u>     |
| <u>Total expenses</u>                                                 | <u>32,211</u>                          | <u>32,687</u> | <u>33,073</u> | <u>33,349</u> |
| <u>Surplus (deficit) for the year</u>                                 | <u>1,093</u>                           | <u>1,200</u>  | <u>1,340</u>  | <u>1,259</u>  |

### Standard Balance Sheet

The Balance Sheet for the SRP shows a snapshot of the expected financial situation at the end of each of the next four years. It shows the total of what is owned (assets) less what is owed (liabilities). The 'bottom line' of this statement is net assets, which is the net worth of Council.

The change in net assets between two year's Standard Balance Sheet shows how the financial position has changed over that period which is described in more detail in the Standard Income Statement.

The assets and liabilities are separated into current and non-current. Current means those assets or liabilities, which will fall in the next twelve months.

### Standard Balance Sheet

For the four years ending 30 June 2014

|                                             | Strategic Resource Plan<br>Projections |                |                |                |
|---------------------------------------------|----------------------------------------|----------------|----------------|----------------|
|                                             | 2010/11                                | 2011/12        | 2012/13        | 2013/14        |
|                                             | \$'000                                 | \$'000         | \$'000         | \$'000         |
| <b>Current assets</b>                       |                                        |                |                |                |
| Cash and cash equivalents                   | 5,194                                  | 6,369          | 7,543          | 8,202          |
| Trade and other receivables                 | 2,763                                  | 2,808          | 3,021          | 3,165          |
| Inventories                                 | 94                                     | 94             | 94             | 94             |
| Other assets                                | 133                                    | 199            | 139            | 133            |
| <b>Total current assets</b>                 | <b>8,210</b>                           | <b>9,510</b>   | <b>10,803</b>  | <b>11,600</b>  |
| <b>Non-current assets</b>                   |                                        |                |                |                |
| Other non-current assets                    | 512                                    | 579            | 538            | 626            |
| Property, infrastructure, plant & equipment | 253,791                                | 269,427        | 272,476        | 273,844        |
| <b>Total non-current assets</b>             | <b>254,243</b>                         | <b>269,997</b> | <b>273,274</b> | <b>280,470</b> |
| <b>Total assets</b>                         | <b>262,453</b>                         | <b>279,507</b> | <b>284,077</b> | <b>292,070</b> |
| <b>Current liabilities</b>                  |                                        |                |                |                |
| Trade and other payables                    | 1,197                                  | 1,235          | 1,274          | 1,315          |
| Interest-bearing loans and borrowings       | 384                                    | 410            | 402            | 345            |
| Provisions                                  | 3,249                                  | 3,343          | 3,443          | 3,549          |
| <b>Total current liabilities</b>            | <b>4,830</b>                           | <b>4,994</b>   | <b>5,130</b>   | <b>5,209</b>   |
| <b>Non-current liabilities</b>              |                                        |                |                |                |
| Interest-bearing loans and borrowings       | 4,452                                  | 4,052          | 3,646          | 3,301          |
| Provisions                                  | 2,505                                  | 2,505          | 2,505          | 2,505          |
| <b>Total non-current liabilities</b>        | <b>6,957</b>                           | <b>6,557</b>   | <b>6,151</b>   | <b>5,806</b>   |
| <b>Total liabilities</b>                    | <b>11,787</b>                          | <b>11,551</b>  | <b>11,281</b>  | <b>11,015</b>  |
| <b>Net assets</b>                           | <b>250,656</b>                         | <b>267,956</b> | <b>272,796</b> | <b>281,055</b> |
| <b>Equity</b>                               |                                        |                |                |                |
| Accumulated surplus                         | 102,866                                | 104,738        | 106,586        | 109,267        |
| Asset revaluation reserve                   | 144,508                                | 152,508        | 162,008        | 167,008        |
| Other reserves                              | 3,282                                  | 3,710          | 4,202          | 4,681          |
| <b>Total equity</b>                         | <b>250,656</b>                         | <b>267,956</b> | <b>272,796</b> | <b>281,056</b> |

## Standard Cash Flow Statement

The Standard Cash Flow Statement of the SRP shows what is expected to happen during the next four years in terms of cash. It explains what cash movements are expected to result in the difference in the cash balance at the beginning and the end of the year. The net cash flows from operating activities, shows how much cash is expected to remain after paying for providing services to the community which may be invested in things such as Capital Works.

The information in a Standard Cash Flow Statement assists in the assessment of the ability to generate cash flows, meet financial commitments as they fall due including the servicing of borrowings, fund changes in the scope or nature of activities and obtain external finance.

## Standard Cash Flow Statement

For the four years ending 30 June 2014

|                                                     | Strategic Resource Plan<br>Projections |                       |                       |                       |
|-----------------------------------------------------|----------------------------------------|-----------------------|-----------------------|-----------------------|
|                                                     | 2010/11                                | 2011/12               | 2012/13               | 2013/14               |
|                                                     | \$'000                                 | \$'000                | \$'000                | \$'000                |
|                                                     | Inflows<br>(Outflows)                  | Inflows<br>(Outflows) | Inflows<br>(Outflows) | Inflows<br>(Outflows) |
| <b>Cash flows from operating activities</b>         |                                        |                       |                       |                       |
| <i>Receipts</i>                                     |                                        |                       |                       |                       |
| General rates & charges                             | 19,727                                 | 20,893                | 22,065                | 23,238                |
| Operating grants and contributions                  | 8,646                                  | 8,808                 | 8,266                 | 2,322                 |
| Interest received                                   | 182                                    | 226                   | 311                   | 374                   |
| User charges                                        | 3,892                                  | 4,167                 | 4,298                 | 4,416                 |
| Other revenue                                       | 1,232                                  | 1,283                 | 1,335                 | 1,388                 |
|                                                     | <u>33,779</u>                          | <u>35,477</u>         | <u>36,255</u>         | <u>39,732</u>         |
| <i>Payments</i>                                     |                                        |                       |                       |                       |
| Employee costs                                      | -11,823                                | -13,261               | -12,717               | -13,186               |
| Materials & services                                | -12,558                                | -15,023               | -13,597               | -14,807               |
| Other expenses                                      | -2,010                                 | -2,084                | -2,162                | -2,242                |
|                                                     | <u>-26,391</u>                         | <u>-27,368</u>        | <u>-28,385</u>        | <u>-29,437</u>        |
| Net cash provided by operating activities           | <u>7,388</u>                           | <u>8,109</u>          | <u>8,570</u>          | <u>9,302</u>          |
| <b>Cash flows from investing activities</b>         |                                        |                       |                       |                       |
| Proceeds from property, plant and equipment         | 415                                    | 420                   | 300                   | 0                     |
| Capital grants and contributions                    | 9,087                                  | 3,513                 | 3,578                 | 3,961                 |
| Payments for property, plant and equipment          | -19,254                                | -19,237               | -19,523               | -11,890               |
| Net cash used in investing activities               | <u>-8,752</u>                          | <u>-6,188</u>         | <u>-6,645</u>         | <u>-7,929</u>         |
| <b>Cash flows from financing activities</b>         |                                        |                       |                       |                       |
| Finance costs                                       | -236                                   | -362                  | -337                  | -311                  |
| Proceeds from borrowings                            | 1,100                                  | 0                     | 0                     | 0                     |
| Repayment of borrowings                             | -376                                   | -384                  | -410                  | -407                  |
| Net cash provided by (used in) financing activities | <u>488</u>                             | <u>-746</u>           | <u>-747</u>           | <u>-718</u>           |
| Net decrease in cash & cash equivalents             | <u>-926</u>                            | <u>1,175</u>          | <u>1,178</u>          | <u>655</u>            |
| Cash & cash equivalents at beginning of year        | <u>6,170</u>                           | <u>5,194</u>          | <u>6,369</u>          | <u>7,537</u>          |
| Cash & cash equivalents at end of year              | <u>5,194</u>                           | <u>6,369</u>          | <u>7,547</u>          | <u>8,202</u>          |

2. INFRASTRUCTURE

Council manages \$324.7 million in land, property and infrastructure assets on behalf of the community. These assets directly support the services that Council delivers to the community and may include roads, drainage, parks and gardens, reserves and community facilities such as pre-schools and maternal and child health centres.

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The table below shows the most recently available asset valuation for major infrastructure assets. It also identifies depreciation within each asset grouping and the written down value of each asset class as at 30 June 2009.

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Fixed Asset Summary

For the year ending 30 June 2009

|                              | <u>Value</u>   | <u>Accumulated<br/>Depreciation</u> | <u>Written<br/>Down Value</u> |
|------------------------------|----------------|-------------------------------------|-------------------------------|
|                              | \$'000         | \$'000                              | \$'000                        |
| Land                         | 29,571         | 0                                   | 29,571                        |
| Land Under Roads             | 82             | 0                                   | 82                            |
| Buildings                    | 54,237         | 24,015                              | 30,222                        |
| Plant, Furniture & Equipment | 15,272         | 7,755                               | 7,517                         |
| Roads                        | 162,344        | 36,261                              | 126,083                       |
| Bridges                      | 15,897         | 4,353                               | 11,544                        |
| Footpaths & Cycleways        | 8,311          | 2,928                               | 5,383                         |
| Drainage                     | 19,096         | 6,213                               | 12,883                        |
| Kerb & Channeling            | 19,686         | 6,894                               | 12,792                        |
| <b>Total Fixed Assets</b>    | <b>324,693</b> | <b>82,191</b>                       | <b>235,502</b>                |

Financial Summary

In general, Council has the following priorities with respect to expenditure on assets:

- **Maintain** the existing assets in a 'reasonable condition' and provides an affordable level of service. These maintenance activities include:
  - Asset **maintenance** activities; and
  - Asset **renewal** activities
- **Upgrading** of existing assets
- Accept **donated** assets from developers to extend the network

#### Standard Statement of Capital Works

The Standard Capital Works Statement sets out all expected capital expenditure in relation to non-current assets for each of the next four years. It also shows the amount of Capital Works expenditure which is expected to be renewing, upgrading, expanding or creating new assets. This is important because each of these categories has a different impact on Council's future costs.

- Capital renewal expenditure reinstates existing assets, it has no impact on revenue, but may reduce further operating and maintenance expenditure if completed at the optimum time.
- Capital upgrade expenditure enhances an existing asset to provide a higher level of service or expenditure that will increase the life of the asset beyond that which it had originally. Upgrade expenditure is discretionary and often does not result in additional revenue unless direct user charges apply. It will increase operating and maintenance expenditure in the future because of the increase in Council's asset base.
- New capital expenditure does not have any element of renewal, expansion or upgrade of existing assets. New capital expenditure may or may not result in additional revenue for Council and will result in an additional burden for future.

#### Standard Capital Works Statement for the four years ending 30 June 2014

|                                    | Strategic Resource Plan<br>Projections |                   |                   |                   |
|------------------------------------|----------------------------------------|-------------------|-------------------|-------------------|
|                                    | 2010/11<br>\$'000                      | 2011/12<br>\$'000 | 2012/13<br>\$'000 | 2013/14<br>\$'000 |
| <b>Capital works areas</b>         |                                        |                   |                   |                   |
| Roads, car parks & traffic network | 6,315                                  | 6,846             | 5,868             | 7,015             |
| Drainage                           | 85                                     | 85                | 85                | 85                |
| Parks, open space & streetscapes   | 500                                    | 565               | 596               | 623               |
| Buildings                          | 7,813                                  | 1,010             | 1,181             | 1,553             |
| Plant, equipment & other           | 1,660                                  | 1,870             | 1,882             | 1,693             |
| Land                               | 0                                      | 0                 | 1,050             | 1,050             |
| <b>Total capital works</b>         | <b>18,393</b>                          | <b>19,376</b>     | <b>19,662</b>     | <b>22,029</b>     |
| <b>Represented by:</b>             |                                        |                   |                   |                   |
| Asset renewal                      | 7,652                                  | 6,846             | 7,022             | 7,423             |
| New assets                         | 0                                      | 0                 | 1,050             | 1,050             |
| Asset expansion/upgrade            | 10,741                                 | 3,530             | 2,590             | 3,556             |
| <b>Total capital works</b>         | <b>18,393</b>                          | <b>19,376</b>     | <b>19,662</b>     | <b>22,029</b>     |



3. HUMAN RESOURCES

The range of services undertaken by Council involves the abilities, efforts and competencies of staff. As at 30 June 2009, Council's workforce was 287, of which 132 were fulltime, 92 were part time, 49 were casual and 14 were temporary.

Council recognises the vital contribution of our workforce to Colac Otway Council's diverse operations and is committed to recruiting, retaining and developing staff with a wide range of qualifications and abilities.

Council seeks to maximise the skills and productivity of staff and to utilise the most up-to-date and relevant technology to deliver quality services.

There are a number of staff resource challenges that the Council faces into the future. Issues such as an ageing workforce and ageing community, both locally and nationally, are expected to impact on our ability to recruit.

The situation is magnified by the impending retirement for a number of staff in these areas. Increasingly, we are having difficulty locating, attracting and retaining staff with specialist skills. These include engineers, accountants and planners to name a few.

To address some of these demographic issues and labour shortages, an emphasis will be placed on more targeted recruitment programs. Further, Council will be developing strategies to address the ageing workforce, succession planning and attraction and retention of skilled employees.

Council will focus on increasing its status of an employer of choice through implementing social responsibility and health and wellbeing programs as well as promoting flexible modes of employment and diversity in the workplace and improved staff accommodation.

Staff numbers have increased slightly in recent times. This is due to: an increase in Government funded positions for a variety of projects; new and demanding legislative requirements and an increasing risk management focus.

The proposed increase in staff levels in future budgets is based on improvements in service delivery and the need for succession planning - recognising in particular an ageing workforce.

The Local Authorities Award and the Colac Otway Shire Enterprise Agreement 2006 govern the employment of Council staff. These documents encourage multi-skilling, flexibility and effective application of staff capability.

The following table summarises the costs of employees and the number of EFT over the 4 year period 2010/11 to 2013/14. The projected numbers include all positions.

|                                        | PROJECTION<br>2010/11 | PROJECTION<br>2011/12 | PROJECTION<br>2012/13 | PROJECTION<br>2013/14 |
|----------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Projected staffing costs (operational) | \$12.0m               | \$12.5m               | \$13.0m               | \$13.6m               |
| Projected staff (EFT)                  | 208                   | 209                   | 210                   | 211                   |

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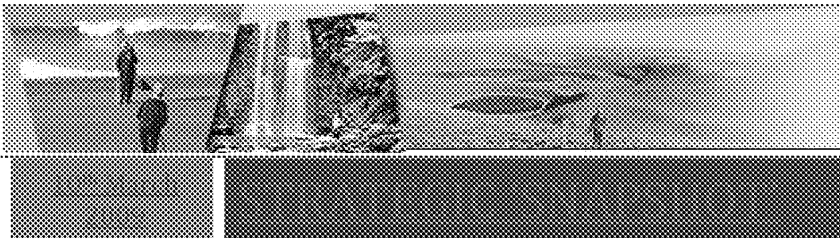
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## Appendix 1



# COLAC OTWAY SHIRE



The purpose of this report is to provide information, facts and forecasts about the Colac Otway Shire to inform the development of the Council Plan 2009 to 2013.

The report is presented in the same structure as the Council Plan to enable a quick and easy translation.

The report is based on the best available information about the Shire. In some cases, the information is for wider geographical regions such as the Barwon or Victoria West Regions. Where this is the case, assumptions have been made as to the applicability to Colac Otway.

The report is intended to generate discussion, raise awareness and support the development of strategies and actions that address the challenges facing the municipality.

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## COLAC OTWAY SHIRE STRATEGIC SNAPSHOT

### Overview

The Council Plan contains the Vision: "Council will work together with our community to create a sustainable, vibrant future".

The Council Plan contains the six sections called Key Result Areas listed below. Each section has a specific Objective to be achieved over the four year life of the Plan.

1. Leadership and Governance
2. Physical Infrastructure and Assets
3. Land Use and Development
4. Environmental Management
5. Economic Development
6. Community Health and Wellbeing

The reason for using this structure is to provide an integrated approach to Council Planning that recognises the interrelated elements that make a great municipality.

In many cases, Council is in direct control of the topic (e.g. physical infrastructure) but in other cases (e.g. environment) Council is not in direct control and will need to decide if it will help address the challenges through leadership, advocacy or specific actions.

The information, facts and forecasts in this report are posed as Challenges to achieving the Vision and Objectives.

There are numerous positive performance indicators and examples of success throughout the Shire; however, the focus of this report is to capture the things that need to be addressed to achieve the preferred future for the municipality.

There are two types of "Challenge" described for each Key Result Area, being:

1. Municipal Wide Challenges – describe the challenges facing the whole municipality, not just the Council as a Local Government Authority

Municipal wide challenges are not the sole responsibility of one organisation or level of government and therefore require multi-agency collaboration if they are to be addressed. Council therefore has a choice whether it gets involved through a leadership, advocacy, facilitation or participant role in addressing the challenge

2. Council Specific Challenges – describe the challenges that are directly under the control or responsibility of Council

Council will need to decide if the challenge requires a strategic response and resource allocation

Actions to address the Challenges will often require a combination of Council, community, government and private sector partnerships, funding and collaboration

Key Result Area**1. Leadership and governance****Objective:**

*Council will fulfil its leadership, statutory and legal obligations to its community and staff in a way that is: fair, ethical, inclusive, sustainable, financially responsible and meets the needs and practical aspirations of current and future generations.*

**Municipal wide challenges:****Population Sustainability**

The consequences of this challenge have been emerging for many years with the following broad issues already taking effect and expected to continue unless interventions are adopted:

- The working age group (18 to 60) will increase at only one sixth the rate of the retirement age group (60 plus) placing increased pressure on the already tight skills and labour market <sup>(Id Profile)</sup>
- Business and private capital investment is often related to the availability of labour and skills and is therefore likely to continue at relatively low to negative growth levels
- Population growth generally follows and is supported by employment growth however, the net Colac Otway Shire (COS) population has not grown between 2001 and 2006 (-25 people) but 652 new jobs were recorded from 2001 to 2006. This is a 7% increase on the 2001 workforce base of 8,714 supported by 238 people growth in the 18 to 64 age group <sup>(Id Profile)</sup>
- This is one reason why COS has a higher Labour force participation rate of 61.8% compared to Victoria of 60.8% and Regional Victoria at 59.4% <sup>(ABS 2006)</sup>. The current and forecast age structure will see increased pressure placed on skills and labour supply to industry, industry surveys already prove this to be a significant issue impacting growth and sustainability <sup>(Vic Government, 2007)</sup>
- Business investment and growth relies on the availability of labour and skills.
- Business profitability is already lower than average and this will be under further pressure with less people (relatively) in employment with disposable incomes
- A significant increase of 32% in the 60 plus age group by 2021 will not contribute to profitability as this group has restricted disposable incomes compared to the working age group of 18 - 60 years
- Average weekly incomes and social disadvantage rankings are consistently lower in the municipality than for Victoria and will most likely deteriorate <sup>(ABS Wage and Salary)</sup>
- Service level increases of 30% by 2021 will be needed to cater for similar forecast increases in the 60 plus age group. Services include areas such as aged care, hospital beds for acute care and meals on wheels <sup>(ONS 2006)</sup>

**We know this is a challenge because:**

- Colac Otway has a forecast annual population growth rate to 2021 of 0.67% <sup>(Id Profile)</sup>
- The annual forecast average growth rate for Victoria is 1.3% <sup>(DPD20)</sup>
- In general terms, this means Colac Otway will grow at half the rate for Victoria which amounts to a net relative decline
- The highest and lowest annual forecast growth rates in the Great South Coast Region (GSC) are Corangamite at 0.14% and Warrnambool at 1.3% <sup>(Id Profile)</sup>
- The Australian State of Region Report 2007-08 Ranks GSC "Population Sustainability" as 61 of 64 regions in Australia. This is the lowest ranking of all Victorian Regions <sup>(SAR 2007-08)</sup>

- The most recent State of Regions Report 2008-09 now ranks VIC West as 51 of 64 Regions however the region has been extended to include the Surf Coast and Golden Plains Shires. Both shires are forecast to grow well above the State average at 2.6% and 1.66% per annum respectively <sup>(2008, State of Regions Report, 2008-09)</sup>
- The "Population Sustainability" index includes: % growth since 1995; pop under 65; aged migration; estimated growth of 15+; demographic stress; family/youth migration; fertility "baby bounce"; working elderly
- For comparison, the Geelong Region now ranks 18 of 64 regions for Population Sustainability mainly influenced by its rating as number one region for growth since 1995
- The author of the State of Region Report does NOT provide data for every Local Government Area (LGA) but it is known that Warrnambool was ranked at 158 of 632 LGAs and Corangamite at 518 of 632 LGAs in the 2007-08 Report
- Based on current and forecast growth rates it can be assumed that CO5 would rank somewhere between 400 to 500 of 632 Australian LGAs
- The State of Regions Report 2008-09 also contains three "Stylised Facts" that generally describe what is happening in the CO5:
  - The young are leaving low income, high unemployment regions and migrating to high income, low unemployment regions
  - The old are leaving high income (high cost) regions and low unemployment rate regions and migrating to low income (low cost) and high unemployment regions
  - Low productivity regions are rapidly ageing, while high productivity regions are ageing relatively slowly
- By 2021, the age structure of Colac Otway is forecast to change significantly with a 13.6% net shift in the age structure from young to older people in just 15 years - this is less than one generation
- For Colac Otway this means that by 2021, the 60 plus age group will increase in real terms by 33% or 1,643 people from a base of 5,067 in 2006
- At the same time the Colac Otway "working age" of 18 to 59 years will increase by just 5.2% or 195 people from a base of 11,520 people in 2006. Years 0 to 17 will hardly change with a 1.1% increase or 56 people

#### Responding to Major Emergencies

Events such as bushfires, floods and storm events are expected to become more frequent and severe due to climate change. The consequences of this challenge include:

- Responding to major emergencies is a very stressful experience for the people directly affected and the people who are called upon to help
- The strain on community members, emergency management and response groups that need to cope with the extra workload is demanding in both mental and physical terms
- The positive consequences are that emergency events can help galvanise communities which can enable many initiatives to be undertaken that would not normally be possible and it allows emergency response systems to be implemented and improvements made

#### We know this is a challenge because:

- The average annual temperatures will increase by a minimum 0.8C by 2030 on top of the 1.0C increase in Victoria since 1950 <sup>(2008)</sup>
- The highest temperature ever recorded in Victoria was on Saturday 7<sup>th</sup> February 2009 at Laverton near Geelong at 47.8C triggering the most devastating fires in Victorian history

- At the same time, record rain and flood levels were being experienced in the northern Queensland Townsville region
- There has been a 12% decline in the region's rainfall between the periods 1961-1990 and 1998-2007 <sup>(2006)</sup>
- Run off into the major waterways in the region is expected to decrease by between 10% and more than 50% by 2070 <sup>(2006)</sup>
- A sea level rise of a minimum 0.8mtr is anticipated in 100 years <sup>(2006)</sup>

#### Council specific challenges:

- Decision making of Council is always a challenge of balancing technical data, diverse views and opinions all within an affordability/sustainability context
- There are always major issues at hand that may divide the community with the challenge being how to best move forward with the interest of current and future generations in mind
- Council Services and Infrastructure are constantly under pressure from increased demand or maintaining the (changing) standards expected by the community
- Increased or improved levels of service come at a cost that must be contained within an affordability model normally underpinned by a combination of council's rating strategy and user pay policy
- To continue to improve fire prevention across the region and to move toward an integrated fire management model
- To provide the level, continuity of leadership and funding to effectively develop and implement a Sustainable Population Strategy for the municipality that requires multi-agency, community support
- The federal, State Local Government along with public and private sector service providers collectively contribute to creating the environment for sustainable growth in any region or municipality. However, none of these groups have long term sustainable growth as a core responsibility and therefore the topic is most often not directly subject to the focus or resourcing it warrants
- In addition, the continuous change cycle of elected members and senior officers for all the above mentioned groups does not support the continuity of leadership needed to address such a topic
- Human resources or budgets are not currently available for Sustainable Population Strategy work by Council
- There is a general lack of awareness and understanding of leaders specifically and the community generally about the real state of performance of the municipality
- Not having this understanding makes the development of strategic responses impossible. The imperative for change is not understood by the wider community
- The Community Satisfaction Survey 2008 shows the "Overall Performance of Council as 51% compared to 60% for Large Rural Shires <sup>(DPCD, Community Satisfaction Survey)</sup>
- The Community Satisfaction Survey 2008 shows the "Advocacy" role of Council as 54% compared to 62% for Large Rural Shires <sup>(DPCD, Community Satisfaction Survey)</sup>
- The Community Satisfaction Survey 2008 shows the "Customer Contact" role of Council as 69% compared to 70% for Large Rural Shires <sup>(DPCD, Community Satisfaction Survey)</sup>
- The Community Satisfaction Survey 2008 shows the "Engagement" role of Council as 45% compared to 58% for Large Rural Shires <sup>(DPCD, Community Satisfaction Survey)</sup>

- The Victorian Community Indicators 2007 report that 74% of CCS people have participated in a community engagement activity in the previous year compared to 68.1% for the Barwon SW and 53.8 for Victoria. This could indicate a challenge to improve the quality and outcomes of engagement rather than the number of opportunity to engage. (VICCI, Community Indicators, 2007)
- The Community Satisfaction Survey 2008 shows the "Enforcement of Local Laws" role of Council as 61% compared to 64% for Large Rural Shires. (CPSO, Community Satisfaction Survey)



Key Result Area**2. Physical Infrastructure and Assets**Objective:

*Council will provide and maintain Council infrastructure and assets that meet community needs now and in the future.*

Municipal wide challenges:Climate Change Impact on InfrastructureWe know this is a challenge because:

- See Section 4 Environmental Management for evidence of Climate Change
- Higher temperature ranges impact on the service life and maintenance schedules of infrastructure such as road surfaces, rail, drains and subterranean pipes including water, gas and sewage
- Sea level rises will mean buildings and infrastructure near the coast may be subject to inundation and/or damage e.g. paths, harbours, jetties, retaining walls and land previously used for recreation and open space may disappear
- Storm events and fires result in damage, destruction to property and infrastructure as well as significant human impact - physical, resources and emotional
- Infrastructure providers will need to consider and the effects of climate change and energy conservation with long term assets maintenance and planning
- Buildings, infrastructure and assets may need to be altered or upgraded to cope with the impacts of higher and more extreme temperatures

Public Transport Limitations

Good public transport and transport infrastructure enhances the ability for people to access and move within the municipality for business, tourism, jobs and service provision.

There is evidence of severe limitations in the provision of public transport within the Colac Otway Shire

This situation is common for regional cities and towns that do not have the critical mass of population needed to support higher levels of service.

Critical mass is most often regarded as around 30,000 people or similar populations to Warrnambool. Colac central has approximately half this population.

We know this is a challenge because:

The Colac Neighbourhood Renewal Survey 2007 included 300 people surveyed in Neighbourhood Renewal Areas (NRA) and 150 people in Non-Neighbourhood Renewal Areas:

- For "what is your main form of transport" in NRA, there was:
  - a 12% drop in people using a car: from 77% in 2004 to 65% in 2007
  - 1% recorded public transport in 2007 compared to 0% in 2004
  - Taxi use dropped from 5% to 3% in 2007
  - Walking stayed the same at 14%
  - Cycling is a low 1% in 2007.

- For "How would you generally rate public transport services for people in your neighbourhood?"
  - 76% of NRA respondents rated it as Poor or Average in 2007 compared to 73% in 2004
  - 81% of Non NRA respondents rated it as Poor or Average in 2007 compared to 70% in 2004
- For the open question "What do you think needs to be done to improve public transport services for people in your neighbourhood?"
  - 48% commented on "having a bus service, more buses and more bus routes"
  - 15% said "improve taxi service/more taxis"
  - 10% said "more information about what (public Transport) is available."
  - 18% of COS people surveyed in the Victorian Community Indicators 2007 said they "experienced limitations or restrictions to their day to day transportation in the previous 12 months". This result compared to 16.4% for the Barwon South West and 20.3% for Victoria

#### Council specific challenges:

- The Community Satisfaction Survey 2008 shows the Local Roads and Footpaths for Council as 44% compared to 51% for Large Rural Shires (2008, Community Satisfaction Survey)
- The Community Satisfaction Survey 2008 shows the Appearance of Public Areas for COS as 64% compared to 68% for Large Rural Shires (2008, Community Satisfaction Survey)
- Providing sufficient funding to maintain the existing assets at levels which are acceptable to the community
- The current asset renewal gap could increase to \$1.2M per year over the next 20 years, if not addressed
- Council will need to work with the community to develop an appropriate set of strategies to minimise the renewal gap to acceptable and affordable levels
- Improve the condition of local roads and footpaths to match community expectations of levels of service
- Balance the needs of current residents/users whilst planning for future generations
- Build new and upgrade existing assets that meet the current and future needs of the community
- Build new Council infrastructure to meet the future impacts of climate change
- Advocate for an increased standard of transport and main road networks that provide connectivity to the community both locally and regionally

Key Result Area**3. Land Use and Development**Objective:

*Council will engage, plan and make decisions about land use and development that takes into account the regulatory role of Council, its diverse geography, social, community, economic and environmental impacts for current and future generations.*

Municipal wide challengesSustainable Strategic Land Use Planning and Development

Whilst predominantly a challenge for Council, sustainable planning and development is constantly influenced by demographic change but Climate Change has now emerged as a higher profile consideration.

This challenge area involves and affects residents, investors, developers and services providers as the Shire operates in a market driven, supply and demand environment.

We know this is a challenge because:

- Housing types will need to cater for the forecast increase in the 60 plus age group of 40% or 1870 people by 2031 from a base of 4,634 in 2006 <sup>(10 P Profile)</sup>
- Lone person households will increase from 27.5% in 2006 to 32.6% in 2030. This is a net increase of 1163 households by 2030 <sup>(10 P Profile)</sup>
- Families with dependants will decrease from 29.2% in 2006 to 25.7% in 2030. This will still see a net increase in the number of households of 280 <sup>(10 P Profile)</sup>
- Household sizes are forecast to decrease from 2.43 persons per household average in 2006 to 2.29 in 2030 <sup>(10 P Profile)</sup>
- Urban development in the COS generally follows the pattern for Australia of expanding through relatively low density, new greenfield site subdivision development rather than urban infill
- The two largest contributors to Greenhouse Emissions are Energy (electricity) and Transport (vehicles) with both influenced by strategic land use planning <sup>(Greenhouse, 2007)</sup>
- There have been energy efficiency gains in recent years through a combination of increased energy rating requirements for buildings and product energy efficiency improvements
- However, these gains have been offset by population growth characterized by less people, living in larger houses, using increased transport and number of electrical appliances including air conditioning
- Scientific predictions of increased sea levels associated with climate change – the Victorian Coastal Strategy 2008 requires planning to take account of a minimum 0.3m sea level rise
- Long term shift in farming patterns in the northern part of the Shire particularly due to reduced rainfall  
Lake Colac dried up early in 2009, with more intense weather events such as drought, flooding and fire

### Managing the Demand for Rural Residential Lifestyle

There is an increased demand on land use from people seeking out the "tree change" or rural residential lifestyle.

This places increased pressure on protecting productive agricultural/rural land and long term economic sustainability.

#### We know this is a challenge because:

- Strong demand for rural residential living -- numbers of dwellings approved on rural lots in past years
- Ageing farmers retiring and disposing of land in multiple land parcels to maximise financial gain, fragmenting larger farming units
- Increasing numbers of planning applications for dwellings on smaller sub standard lots in rural areas (outside of townships)
- Reduced farm income of 60% or \$70m since 2004 to 2008 and a similar increase of 60% for interest paid per annum, per capita during the same period

### Increased Planning Scheme Complexity and Regulatory Requirements

#### We know this is a challenge because:

- Increased extent of controls applying under the Planning Scheme over recent years, partly as a result of local initiatives, but mainly due to State Government decisions reflecting environmental risks such as land slip and wildfire, and policies for coastal and rural protection
- Lack of understanding in the general community about the strategic directions for the Shire and purpose of planning controls
- Lack of understanding of how the Planning Scheme operates and/or the basis for decisions being made

#### Council specific challenges:

- Undertaking strategic planning that positions Council for future growth, including planning to accommodate future residential and commercial growth in Colac and Apollo Bay
- Considering the impact of climate change on planning decisions
- Preservation of productive rural areas for agriculture and direct rural residential development to defined areas
- Preservation of scenic and cultural landscapes
- Planning for climate change and development tools to address sea level rise
- Balance coastal growth with township character consistent with the Victorian Coastal Strategy and local structure plans and neighbourhood character studies
- Ensuring high quality development and attractive streetscapes
- Responding appropriately to environmental risks such as land slip, wildfire, flooding, salinity and acid sulfate soils
- Maintain an update to date and streamlined Planning Scheme that effectively conveys local planning policies
- Planning for the long term sustainability of the smaller townships through structure plans
- Educating the community on planning and building controls

- Increase awareness of information requirements and processes in planning and building approvals
- Appropriate resourcing for ensuring compliance with planning and building regulations and discouragement of illegal buildings/works

Key Result Area**4. Environmental Management****Objective:**

*Council will protect and enhance the environment entrusted to us, demonstrate efficient use of natural resources and minimise climate change impacts.*

**Municipal wide challenges:****Climate Change**

The negative consequences of Climate Change are not unique to Colac Otway Shire. However, Climate Change will affect the Shire and community in areas of the economy, agriculture, biodiversity, land use, emergency response, infrastructure provision and maintenance.

Climate Change is characterised by average and extreme temperature increases, lower rainfall, increased storm events and raised sea levels.

This challenge has two elements with the first being the most difficult to influence locally in,

- Minimising the prime cause of Climate Change in greenhouse gas emissions
- Managing and mitigating against the impacts of climate change

There may be positive consequences and opportunities of Climate Change that could include new agriculture opportunities and carbon trading.

**We know this is a challenge because:**

- Climate Change is the direct result of greenhouse gas emissions with the following four sectors being the primary contributors for Victoria in 2005:
  - Energy industries (66.77 Mt CO<sup>2</sup> -e<sub>2</sub>)
  - Transport (20.57 Mt CO<sup>2</sup> -e<sub>2</sub>)
  - Agriculture (15.73 Mt CO<sup>2</sup> -e<sub>2</sub>)
  - Land Use (-3.49 Mt CO<sup>2</sup> -e<sub>2</sub>)<sup>12</sup>
- Whilst the greenhouse emission profile for Colac Otway is not separated from Victoria, it can be assumed transport, agriculture and land use would provide the major regional impacts. (note: land use is positive due to carbon sequestration)
- <sup>13</sup>The CSIRO Climate Change Report shows there has been a marked decline in the region's rainfall over the past decade. Between 1998 and 2007 the region's average rainfall was 12% below the 1961 to 1990 average.<sup>13</sup>
- Reductions in the total average annual rainfall of around 4% are expected, with the greatest reductions occurring in spring (7%)<sup>14</sup>
- CSIRO reports run off into the major waterways in the region are expected to decrease by between 10% and more than 50% by 2070. This includes the Barwon, Moorabool, Cumberland, Wye and Leigh Rivers, Lake Corangamite, Hopkins and Glenelg Rivers.<sup>15</sup>
- By 2080, average annual temperatures in the region will be around 0.8°C warmer with winters warming slightly less than the other seasons (0.6°C). The number of hot days (days over 30°C) is also expected to increase.<sup>16</sup>

- The average global temperature has increased by 0.6°C over the past century and by about 1.0°C in Victoria since 1950. In the future, the average global temperature is expected to increase by between 1.1 and 6.4°C by 2100.<sup>11</sup>
- Bushfire risk is also expected to increase.<sup>12</sup>
- Although average annual and seasonal total rainfall is expected to decline, the intensity of heavy daily rainfall is likely to rise in most seasons. However, fewer rain days are anticipated with more droughts.<sup>13</sup>
- Some impact studies have already been carried out, and have identified:
  - increased heat stress on dairy cattle, reducing milk production unless management measures such as shade sheds and sprinklers are adopted
  - heavy rains and winds from storm events will also contribute to crop damage and soil erosion
  - declining rainfall presents a risk to some traditional agricultural industries, tourism ventures and the ability to sustain the growing population.<sup>14</sup>
- The Victorian Coastal Strategy 2008 recommends planning for sea level rise of not less than 0.8 metres by 2100
- The Future Coasts Work of the Victorian Government is not yet completed. This work will assess the vulnerability of Victoria's coastline to sea level rises to support the development of strategies to help communities and industry respond and adapt at a local level
- The Annual Cost of Climate Change for the Great South Coast including Colac Otway is \$1,926 per household which ranks 34/64 Australian Regions.<sup>(1997, State of Region Report, 2003-05)</sup>

#### Sustainable Energy and Water Use

Energy produced and used in the form of electricity from coal fire generators and fuels for transport are the two largest contributors to greenhouse emissions. Both are forecast to increase with population growth and the higher reliance on transport and products such as air conditioners, computers and entertainment systems.

Water supply from rainfall and runoff to streams and catchments is forecast to reduce whilst demand due to population growth and industry development is forecast to increase.

The challenge is therefore to reduce water consumption and energy use per capita.

#### We know this is a challenge because:

- The Colac Otway municipal district provides a significant proportion of the Barwon Region's water supply catchment capability
- Demand is increasing due to population growth in major urban areas around Geelong and the Surf Coast with annual forecast growth rates to 2021 of 1.55% and 2.66% respectively
- Whilst Colac Otway is expected to grow at 0.6% per annum to 2021, in real terms this is 2,200 people compared to 55,000 for Greater Geelong and 11,000 for Surf Coast
- Water supply has decreased and is forecast to decrease due to climate change, less rainfall and below average streamflows into catchments
- Barwon Water Supply Demand Strategy released in August 2007 includes:
  - Urban water shortfall – continued average inflows will mean a 467 ML/year shortfall for Colac's water supply by 2030 however
  - Water provided by actions in the Supply Demand Strategy will realise 1,046 ML/year when implemented

o... The Supply Demand Strategy includes hierarchy of actions of: Conservation & Efficiency; Augmenting Supply; Reuse & Recycling; Infrastructure/Other options

■ Energy profiling is not yet available for Colac Otway as this is a difficult and expensive task for one Council to undertake due to the numerous and private sources of input information e.g. electricity wholesalers and retailers

■ However it is expected that, as for suburban Melbourne, energy efficiency gains have been offset by less people living in larger houses that have more appliances than ever before

■ Urban development in Colac Otway follows the general pattern for Australia and relies on expanding the urban footprint (Greenfield sites) rather than urban infill at higher density rates. This latter approach is a far more energy efficient approach and supports the provision of affordable housing however, planning practices and community attitudes must change to effect this change

■ The challenge is that there are entrenched housing supply and demand behaviours reinforced by property buyers and developers that perpetuate 'traditional' housing and settlement patterns that are unsustainable

■ Dispersed residential development forces people to travel for work, education and access to general services. It continues the increased reliance on transport and subsequent energy consumption

#### Pest, Plant and Animal Control

We know this is a challenge because:

■ The DPI Noxious Weed Review for the Corangamite region found 246 noxious weed species in the region

■ Serrated tussock, gorse, ragwort and blackberry are all wide spread. All of these weeds are very difficult to control once they have infested an area

■ The Corangamite Regional Catchment Strategy 2003-2008 states that rabbits and foxes have thrived on both public and private land in the region and that the Calicivirus did not have the same impact on the rabbit population as seen in the drier parts of Australia

#### Native Plants, Animal and Habitat Protection and Enhancement

We know this is a challenge because:

■ Over three quarters of the region has been cleared. Habitat destruction is the greatest threat to native fauna

■ The Corangamite Regional Catchment Strategy 2003-2008 states that the greatest loss to the region's native vegetation is attributed to land clearing and that habitat destruction results from a wide range of activities including land clearing; cultivation; grazing of stock on roadsides and wetlands; coastal sub-divisions; inappropriate forest management practices; and impacts of public utilities

■ NOTE: The Victorian Government DSE is developing a "Biodiversity White Paper" due for release in 2009 to:

o... Set the direction for Victorian Government policy and investment priorities in natural resource management, land health and biodiversity for the next 20-50 years

o... Consider how environment and natural resource management activity at the regional, catchment, local and farm scale, and on public land, is contributing to Victoria's overall environmental health



### Waterway Protection and Enhancement

#### We know this is a challenge because:

- River condition was reassessed by the Index of Stream Condition in April-May 2004. In the Otway Coast Basin, which has 60 per cent forest cover, the waterways are in good or excellent condition
- Overall, the condition of waterways in the Lake Corangamite Basin is either marginal or poor. This is due largely to past clearing for agricultural pursuits and drainage of wetlands
- In the Barwon Basin most of the waterways are in marginal to poor condition with the few streams in excellent or good condition mainly in the water supply catchment areas
- The Corangamite Regional Catchment Strategy 2003-2008 states the degradation of stream condition is widespread, with removal of streamside vegetation, bed and bank erosion, obstructions to fish passage, extensive woody weed invasion and reduced water flows being the major causes
- The condition of the lakes and wetlands in the region are also degraded. These areas are important habitat for many migratory species
- Management of wetlands on private land is very difficult because many are located on private land where they have been drained to allow agriculture to be undertaken

### Coastal and Marine Protection and Enhancement

#### We know this is a challenge because:

- The Great Ocean Road coastline is an internationally recognised icon, the protection of which is made complex due to the amount of tourism and residential development pressure
- The dune systems, estuaries and marine environment along the coast are generally in good condition because of the majority of these areas being located on public land however the Victorian Coastal Strategy has identified that three major issues that threaten this condition is climate change, population growth, and marine ecological integrity

### Council specific challenges:

- The Community Satisfaction Survey 2008 shows the "Waste Management" role of Council as 67% (MPCD, Community Satisfaction Survey)
- Advocating on behalf of the community on issues outside of Council's control
- Protection of environmental values on Council owned and managed land
- Protection of environmental values on private land through provision of planning advice
- Diversity of our built and natural environments
- Diversity of land use across the region
- Recruiting and retaining suitably qualified staff
- The scope of climate change issues and the limitations on Council's influence
- Development of a Coliac Otway Shire Environment Strategy
- Address the future Waste and Recycling needs of the municipality

Key Result Area**5. Economic Development**Objective:

*Council is committed to facilitating a healthy and resilient economy through effective leadership, advocacy, and partnership.*

Municipal wide challenges:Improve Economic Performance

The economy of the municipality is comparatively average to below average in the areas of business income, construction investment, average wages and productivity.

We know this is a challenge because:

- The State of Regions Report 2008-09 data for COS shows a 33% decline in Total Business Income from \$169m in 2004 to \$110m in 2008
- Farm Income is part of Total Business income and has recorded a significant decline of 60% from \$120m in 2004 to \$50m in 2008
- The exact reasons for this significant drop in Business and particularly Farm Income need to be established
- The dairy industry is a major producer in COS and these income figures DO NOT include recently announced drops in the farm gate price for milk and milk solids
- The dairy industry has seen average per litre milk prices of 30c/ltr from 2001 to 2007 and 50c/ltr in 2007/08
- Interest Paid per capita has risen 60% between 2004 and 2008 recording \$2,130 and \$3,380 respectively
- The top industries for employment in 2006 are: Retail (1,369); Agriculture (1,337); Health & Community Services (1,031); Manufacturing (1,030); Construction (650); Property and Business Services (617)
- The largest increase in employment between 2001 and 2006 has been in Government Administration and Defence with 50% growth of 239 people
- Property and Business Services grew 34.5% or 213 people followed by Construction with growth of 24.1% or 159 jobs
- Agriculture Forestry and Fishing declined by 170 jobs or 12.7% between 2001 and 2007
- Industry Output and Forecasting is how regional product, value add and efficiency is measured however this data is not yet available for COS. It will come available as part of the Great South Coast Municipalities Strategic Plan development process schedule for 2009
- Average weekly incomes for Colac Otway are 20.5% below the State average at \$32,115
- Average wages per capita have risen 17% between 2004 and 2008 recording \$13,200 and \$15,400 respectively
- During the same period of 2004 to 2008, Business Value Add per Capita has decreased slightly from \$21,000 to \$20,600 respectively
- The total combined value of residential and non residential construction has decreased 10% from \$62m in 2003 to \$56m in 2008. It is forecast to drop to \$42m in 2009

- Impact of the Global Financial Crisis is not known e.g. Retail is vulnerable to rapid economic shifts due to reliance on income and discretionary spending
- The 2007-8 State of Regions Report shows Colac Otway as part of the VIC West Region which was ranked 41 of 64 Regions for Business Productivity and 36 of 64 for Business Value Add

#### Availability of Skilled and Capable Workforce

The short and long term provision of a skilled and capable workforce has a major impact on the Shire's economy as it limits current output and hampers further development and investment.

#### We know this is a challenge because:

- Unemployment rate for the September 2008 quarter for the Colac Statistical Local Area (SLA) was 4.2%, a decrease of 1.5% for the same period in 2007. This is below the Victorian average of 4.5% but higher than the national average of 4%
- When the Colac North and South SLA's are included, the unemployment rate drops to 3.1% for the September 2008 quarter
- Labour Force Participation is 61.9% and higher than the Victorian average of 60.8%
- By 2021, the working age group of 18 to 60 years will grow at a rate that is one sixth the growth to be experienced in the 60 plus age group
- Government (DPCD and DEWS) Surveys show skills shortages in all key industry sectors in the Geelong and Colac Local Government Areas (Vic Government, 2007)
- An average of 14 per cent of the 1,078 vacancies in the Geelong and Colac LGA's remained unfilled over the previous 12 months, however this varied significantly across industries
- Vacancies in the Property and Business Services industry were the least likely to be filled, with one quarter (25 per cent) of the 113 vacancies remaining unfilled
- Employers in the Transport and Storage and Manufacturing industries also had significant difficulty filling vacancies with around one-fifth of vacancies in both industries remaining unfilled
- Employers in the Health and Community Services and Construction industries reported that they were able to fill most of their vacancies with less than six per cent remaining unfilled in each industry
- Around one-fifth (22 per cent) of employers had one or more unfilled vacancies in their business

#### Council specific challenges:

- The Community Satisfaction Survey 2008 shows the "Economic Development" role of Council as 59%, the same rating as for all Victorian Large Rural Shires (DPCD, Community Satisfaction Survey)
- Council is but one player in the economy of the municipality and has limited funding and ability to directly influence economic outcomes
- Council does however have a powerful leadership and advocacy role that can influence economic outcomes for the Shire

Key Result Area**6. Community Health & Wellbeing****Objective:**

*Council will promote community health and wellbeing in partnership with other health services. Through a partnership approach, Council will provide a broad range of customer focused health, recreational, cultural and community amenities, services and facilities.*

**Municipal wide challenges:****Creating Higher Levels of Community 'Advantage'**

The Colac Otway local government area has a long term trend of social disadvantage. The level of disadvantage is measured by the Federal Government ABS Social Economic Index For Areas (SEIFA). It shows the prevalence of disadvantage in the Colac central part of the shire.

Colac's SEIFA Index can be compared to other places in Victoria such as Corio, Whittington, Morwell, Moe and Camperdown.

Socio-economic indicators for Colac Otway show long term negative trends. These trends are consistently below average and likely to continue to decline unless interventions are introduced.

**We know this is a challenge because:**

The State of Region Report demonstrates a direct correlation between broadband access, productivity, employment and average weekly income.

There is also direct correlation between education levels, broadband use, innovation, value adding, productivity, average wages and social disadvantage with the following providing some headline indicators:

- Average annual incomes for Colac Otway are 20.5% below the State at \$32,115 compared to \$40,193
- 42% of Colac Otway adults have Broadband internet Access at Home. This is 19% below the Victorian average of 61% and the lowest in the Barwon West. (DFPD, Community Indicators, 2007)
- The State of Regions Report 2008-09 shows the VIC West Region at 54 of 64 for Business Innovation
- The Colac Otway municipality performs badly for the highest year of school completed. People aged 20 to 24 record (ABS 2006) are: (Coopie, 2009)
  - 100% more likely to have completed Year 8 than the average for Victoria
  - 154% more likely to have completed for Year 9
  - 84% more likely to have completed Year 10
  - 125% more likely to have completed Year 11 and
  - 28% less likely to have completed Year 12
- The Colac Otway Shire SEIFA Social Disadvantage index of 967.3 is the second worst in the Barwon West behind Glenelg at 962. (H. Horley)
- The Great Ocean Road-Otways and Rural South are rated as Socially Advantaged with 1008.8 and 1003.7 respectively
- By contrast, the major population area of Colac Central has a SEIFA Social Disadvantage index of 921.6

- The State of Region Report 2008-09 shows Business Value add per capita for CCS has remained approximately the same from 2002 to 2008 at \$20,600. This is below the average for the VIC West of \$22,642.

### Servicing the Needs of an Ageing and Changing Population

Service standards and volumes are continually changing as the shires demographic profile and growth forecasts change.

#### We know this is a challenge because:

- Whilst the population is not growing significantly at 0.67% per annum there are increases of around 30% expected for the 70 plus age group in just 15 years
- The Department of Human Services estimates that people aged more than 70 years account for nearly one third of separations (29%) and nearly half (47%) of bed days for acute services

### Improving Population Health

#### We know this is a challenge because:

Department of Human Service data for Colac Otway shows notable differences between CCS and the average for Victoria in the following health related areas:

- Male injuries (+32%)
- Male rate per 1000 - Cancer (+6%), Cardiovascular (+6%), Mental disorder (5.3%)
- Dental conditions per 1000 - +58.6%
- Life expectancy Males - minus 4%
- Life expectancy Females - minus 1.4%
- Death rate per 1000 from cardiovascular disease - +33.7%
- Death rate per 1000 from cancers - +23.6%

32% of residents believe drugs and alcohol are the main reasons that affect people's health and wellbeing

### Housing Affordability

Housing Affordability is one of the main reasons people come to live in the CCS.

Quality of Life, Jobs and Liveability are some of the other reasons people come to live in the municipality however, current performance data shows they are at risk of becoming challenges rather than competitive advantages.

#### We know this is a challenge because:

- "The "reason people come to live in their current house in the shire" for 300 people surveyed in 2007 show that 52% do so for low cost housing (21%), public housing (19%) and no other housing available (12%) (Costs significantly lower)
- Bankwest Ranks the Housing Affordability for all Australian LGAs. Bankwest "House Price to Worker Earning Ratio" shows a ratio for CCS of 1:3.4. A ratio below 1:5 is regarded as "affordable"
- The ABS "Percentage of Households with Housing Costs Greater than 30% of Gross Income" records CCS at 13.4% which is below the Victorian average of 17.7% but getting close to the Country Victoria average of 14.9%

- The Colac Otway Housing Audit June 2007 shows increased pressure on private rentals with:
  - o An increased of 40% in median rents between in June 2001 and June 2006; and
  - o Housing and support workers report "high demand and low supply" of private rental properties, and that what is available is "expensive"

- The 2008 Bankwest "Quality of Life" index takes into account 10 factors that rank Colac Otway as 133 of 590 Local Government Authorities in Australia. The lower the ranking number, the better the ranking

#### Council specific challenges:

- The Community Satisfaction Survey 2008 shows the "Health and Human Services" role of Council as 73%, above the rating of 72% for all Victorian Large Rural Shires. (DPEL: Community Satisfaction Survey)
- The Community Satisfaction Survey 2008 shows the "Recreation Facilities" role of Council as 55% compared to 66% for Large Rural Shires. (DPEL: Community Satisfaction Survey)
- Recruiting and retaining suitably qualified staff
- Limited local service provider alternatives i.e. service providers both private and government
- Geographically spread community
- Demand on Council provided services and associated cost pressures

**CONSENT CALENDAR****OFFICERS' REPORT**

D = Discussion

W = Withdrawal

| ITEM                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | D | W |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|---|
| <p><b><u>INFRASTRUCTURE AND SERVICES</u></b></p> <p><b><u>OM102804-10      LANDFILL LEVIES</u></b></p> <p>Department: Infrastructure</p> <p><b><u>Recommendation(s)</u></b></p> <p><i>That Council makes provision in future budgets for the increase in landfill levies.</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                            |   |   |
| <p><b><u>OM102804-11      ROAD/RAIL SAFETY INTERFACE AGREEMENTS - UPDATE</u></b></p> <p>Department: Infrastructure</p> <p><b><u>Recommendation(s)</u></b></p> <p><i>That Council empowers the Chief Executive Officer to sign any Safety Interface Agreement(s) on behalf of Council as they become available.</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                       |   |   |
| <p><b><u>OM102804-12      DECLARATION OF ROAD AS UNUSED – ROAD EAST OF 855 CORAGULAC BEEAC ROAD, WARRION</u></b></p> <p>Department: Infrastructure</p> <p><b><u>Recommendation(s)</u></b></p> <p><i>That Council resolve to:</i></p> <ol style="list-style-type: none"> <li><i>1. Not support the application to declare the road described as the road east of Lot 1 LP26583, Parish of Ondit as unused; and</i></li> <li><i>2. Instruct the General Manager Infrastructure &amp; Services to write to both the owner of 855 Coragulac Beeac Road and the Department of Sustainability &amp; Environment (DSE) advising of Council's decision to not support the request as it will restrict access to adjoining properties.</i></li> </ol> |   |   |





**OM102804-10**      LANDFILL LEVIES

|             |                           |           |            |
|-------------|---------------------------|-----------|------------|
| AUTHOR:     | Janet Forbes              | ENDORSED: | Neil Allen |
| DEPARTMENT: | Infrastructure & Services | FILE REF: | GEN00202   |

**Purpose**

To inform Council of the significant proposed increase by the State Government in relation to landfill levies and the future impact it will have on the Council budgets.

**Declaration of Interests**

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

**Background**

The Victorian Government is committed to reducing waste being sent to landfill through its Towards Zero Waste Program. On 24 March 2010, the Minister for Environment and Climate Change, Minister Gavin Jennings, issued a statement titled "*New Era of Recycling and New Jobs for Victoria*". This media release also included the planned increases in landfill levy rates until 2014-15.

The Landfill levies are prescribed in the *Environment Protection Act 1970* and the *Environmental Protection Amendment (Landfill Levies) Bill 2010* was discussed at its first reading in Parliament in April 2010. That Bill specified the increases in landfill levies as follows:

|                                         | Land Fill Levy - \$ per tonne |         |         |         |         |         |
|-----------------------------------------|-------------------------------|---------|---------|---------|---------|---------|
|                                         | 2009-10                       | 2010-11 | 2011-12 | 2012-13 | 2013-14 | 2014-15 |
| <b>Melbourne and Provincial Centres</b> |                               |         |         |         |         |         |
| <b>Municipal levy</b>                   | \$9                           | \$30    | \$40    | \$44    | \$48.40 | \$53.20 |
| <b>Industrial levy</b>                  | \$15                          | \$30    | \$40    | \$44    | \$48.40 | \$53.20 |
| <b>Rural</b>                            |                               |         |         |         |         |         |
| <b>Municipal levy</b>                   | \$7                           | \$15    | \$20    | \$22    | \$24.20 | \$26.60 |
| <b>Industrial levy</b>                  | \$13                          | \$25    | \$35    | \$38.50 | \$42.40 | \$46.60 |

Councils must include this increase in their future budgets when approved.

**Council Plan / Other Strategies / Policy**

This report is consistent with the Council Plan 2009-13, in the following areas;

- Minimise, recycle and manage residential waste; and
- Implement the Waste Management Plan and review current contractual arrangements.

### Issues / Options

Although Colac Otway Shire is a rural municipality, the vast majority of waste generated is processed at a provincial centre which attracts a higher levy than other rural areas.

This is a direct tax impost on Councils to assist the government in reducing waste to landfills. If approved, the increase in landfill levies will have a large ongoing impact on the Council budget into the future with an increase of \$21.00 per tonne in 2010/11, which equates to an estimated additional \$121,800 budget impost and an additional further increase of \$10.00 in 2011/12, which equates to an estimated additional \$58,000 in addition to the \$121,800 increase in the previous year.

Council will need to fund this increase in future waste budgets.

### Proposal

At this stage, it appears that the levy will become legislation and Council will therefore need to allocate sufficient funds in the 2010/11 budget to cover the additional costs of waste to landfill imposed by this levy. Given that this is a direct tax, then this increase needs to be passed on to residents as part of the waste charge in their Council rates.

It is proposed that the increases be included as part of the Waste Charge when Council is setting its rates.

### Financial and Other Resource Implications

Colac Otway Shire Council currently has a contract to send its mixed municipal waste to the Corio landfill at a set rate (with CPI increases) plus the landfill levy. This levy for Melbourne & provincial centres is due to increase from \$9 in 2009-10 to \$53.20 in 2014-15. Council currently sends approximately 5,800 tonnes of waste to the Corio landfill per year.

The expected increase will be approximately \$121,800 in 2010/11 and a further increase of \$58,000 in 2011/12, as outlined in the table below.

|                                                 | Land Fill Levy - \$ per tonne |           |           |           |           |           |
|-------------------------------------------------|-------------------------------|-----------|-----------|-----------|-----------|-----------|
|                                                 | 2009-10                       | 2010-11   | 2011-12   | 2012-13   | 2013-14   | 2014-15   |
| <b>Melbourne and Provincial Centres</b>         |                               |           |           |           |           |           |
| <b>Municipal levy</b>                           | \$9                           | \$30      | \$40      | \$44      | \$48.40   | \$53.20   |
| <b>Industrial levy</b>                          | \$15                          | \$30      | \$40      | \$44      | \$48.40   | \$53.20   |
| <b>Cost of receiving 5,800 Municipal tonnes</b> | \$52,200                      | \$174,000 | \$232,000 | \$255,200 | \$280,720 | \$308,560 |

### Risk Management & Compliance Issues

Nil.

### Environmental and Climate Change Considerations

The increase in landfill levies is seen by the government as a way to help protect the environment by discouraging the amount of waste currently going to landfill. Sending resources to landfill is seen as a waste of resources which could otherwise be recycled. The Minister for Environment and Climate Change, Minister Gavin Jennings said the government would invest the \$53.7 million raised by the levy over the next five years to help businesses, councils, households and communities address waste and environmental impacts.

**Community Engagement**

It is proposed to highlight the need to reduce waste and increase recycling as part of the waste education program to be implemented with the roll out of the new waste service.

**Implementation**

A review of all waste service charges will need to be undertaken in order to ensure that the true cost of the service to users is reflected. Additional focus may need to be placed on education in the future to ensure that waste to landfill is minimised to help reduce landfill levy fees and hence cost to Council.

**Conclusion**

The anticipated increase in the landfill levy will impact on Council's ongoing waste management costs and Council will need to make provision for this in future budgets through an increase in the waste charge.

**Attachments**

1. Media Release - New Era of Recycling
2. Environment Protection Amendment (Landfill Levies) Bill 2010

**Recommendation(s)**

***That Council makes provision in future budgets for the increase in landfill levies.***

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Media release

From the Minister for Environment and Climate Change

Wednesday, 24 March, 2010

NEW ERA OF RECYCLING AND NEW JOBS FOR VICTORIA

The Victorian Government will spend almost \$54 million over the next five years to assist councils, the community and industry adapt to increased recycling opportunities.

Environment and Climate Change Minister Gavin Jennings said the funding would be made available through increases to landfill levies and would help create up to 700 jobs while further protecting our environment.

“The Victorian Government is taking action to protect our environment by reducing waste to landfill, increasing recycling and at the same time creating jobs for Victorian families,” Mr Jennings said.

“Victorians are already great recyclers but the \$53.7 million funding raised from the levies could help increase resource efficiency and recycling by up to 33 per cent.

“Victoria already recycles six million tonnes of waste each year but with an increase in the landfill levy, Environment Protection Authority modelling indicates an extra 1.2 million tonnes per year by the 2014-15 financial year will be diverted away from landfill.

“Access Economics research prepared for the National Waste Policy found that every 10,000 tonnes of material recycled supports more than nine jobs compared with less than three jobs supported by the same amount of material going to landfill. This means the creation of around 700 jobs over the next five years.

“For a long time the cost of sending valuable materials to landfill has been too low. Increasing the levy paid on each tonne of waste helps provide an incentive to avoid landfill and stimulate the development of recycling businesses, new technologies and jobs.

“Sending resources to landfill is bad for the environment and a wasted economic opportunity for Victoria. Recycling is an industry with a bright the future that will create clean, green jobs. We want to reduce the need for landfills near our homes and communities and within the next decade across metropolitan Melbourne we will have one third fewer landfills than today.”

Mr Jennings said the levy increase was a charge being placed on the delivery of material to landfill sites. Councils operating landfill sites pass on the levy through rates.

The average cost for households in metropolitan Melbourne and provincial areas will go from around \$4 per year in 2009-10 to around \$13 per year. In regional Victoria they will rise to \$7 per year in 2010-11. The increase in landfill levies will come into effect from 1 July.

“This equates to an increase of no more than 20 cents per week. And for households taking an average 100kg trailer to the tip, the cost of the levy increase at the gate will be around \$1 in Melbourne and provincial areas and around 30 cents in regional areas,” he said.

Mr Jennings said the Government was minimising the impact on households and would invest the \$53.7 million raised by the levy over the next five years to help businesses, councils, households and communities address waste and its environmental impacts and assist in the transition to the higher levy rates.

The funding will cover:

- \$14 million to assist businesses to reduce the waste they send to landfill through innovations that reduce the amount of waste they generate from daily operations;
- \$14 million to support councils and recyclers with new resource recovery investments and initiatives to complement the levy and accelerate recycling;
- \$5.5 million to assist councils in metropolitan Melbourne implement best practice waste collection and management systems in line with the metropolitan waste plan;
- \$3 million to assist councils in regional Victoria to implement a range of collection and waste management initiatives;
- \$6 million to establish a Strike Force to address illegal dumping and a further \$5.5 million to clean up contaminated legacy sites; and
- \$5.69 million to environment agencies to further support households, councils and industry to tackle waste and sustainability issues which includes \$1.14 million for both the Metropolitan Waste Management Group and Regional Waste Management Groups.

"This is on top of the Victorian Government's commitment of \$6 million to work with local governments to curb litter and includes the roll out of recycling bins at sporting grounds, local shopping strips and on the transport network. Local government litter prevention officers will be employed to educate and, where necessary, issue litter penalty notices," Mr Jennings said.

"The Government will continue to reinvest revenue from the landfill levy to tackle climate change and protect the environment, including the upcoming Jobs for the Future Economy Plan."

Mr Jennings said the Government worked closely with the Australian Industry Group, environment groups.

"Business never wants to see unnecessary cost increases, but the Government has listened to the need to keep costs lower and provide assistance to help business reduce waste," Tim Piper, Victorian director of the Australian Industry Group, said.

CEO of Environment Victoria, Kelly O'Shannassy, said: "Environment Victoria supports the increased levies because it will boost recycling rates and keep valuable materials out of landfill."

Following two initial increases on 1 July 2010 and 1 July 2011, levies will progressively be increased over the following four years to 2014-15. A mid-term review of waste levies will be undertaken by to determine if any changes to the settings are required for 2012/13 and beyond.

The new levy rates are:

| | \$ per tonne | | | | | |
|---|--------------|---------|---------|---------|---------|---------|
| | 2009-10 | 2010-11 | 2011-12 | 2012-13 | 2013-14 | 2014-15 |
| Melbourne and Provincial Centres | | | | | | |
| Municipal levy | \$9 | \$30 | \$40 | \$44 | \$48.4 | \$53.2 |
| Industrial levy | \$15 | \$30 | \$40 | \$44 | \$48.4 | \$53.2 |
| Rural | | | | | | |
| Municipal levy | \$7 | \$15 | \$20 | \$22 | \$24.2 | \$26.6 |
| Industrial levy | \$13 | \$25 | \$35 | \$38.5 | \$42.4 | \$46.6 |

* These changes do not affect the landfill levy for prescribed industrial waste (PIW). Levies for PIW were increased in 2008 to achieve the Government's commitment to zero hazard waste to landfill by 2020.

Monday 29 March 2010

To the Mayor, Councillors and CEO,

Re: Environment Protection Amendment (Landfill Levies) Bill 2010

I am writing in regard to the *Environment Protection Amendment (Landfill Levies) Bill 2010* which was introduced to Parliament last week.

The Bill is expected to be debated in Parliament during the next sitting week beginning Tuesday 13th April.

While this Bill is not a Local Government Bill, it does have an impact on councils.

This Bill comes under the responsibility of Mary Wooldridge MP, the Coalition's Shadow Spokesperson for Environment & Climate Change, and I will pass your comments on to Mary for her information.

The purpose of the Bill is to amend the Environment Protection Act 1970 to increase municipal and industrial waste landfill levies commencing 1 July 2010.

- For Metropolitan areas, municipal levies will increase from \$9 per tonne in 2009-10 to \$53.2 per tonne by 2014-15. Industrial levies will increase from \$15 per tonne to \$53.2 per tonne over the same period.
- For rural areas municipal levies will increase from \$7 per tonne in 2009-10 to \$26.6 per tonne by 2014-15. Industrial levies will increase from \$13 per tonne to \$46.6 per tonne over the same period.

The Government has also announced policy initiatives which will be funded from the increase in funding from the levy. For more details see <http://www.premier.vic.gov.au/newsroom/9872.html>

As Shadow Minister for Local Government, I would appreciate feedback about your Councils views or your personal views about the Government's legislation and its impact on local councils.

Your response to the Bill would be appreciated by 7 April as this will enable the Coalition to develop an appropriate response when the legislation is debated in Parliament.

I have attached copies of the second reading and the Bill for your information.

Yours sincerely

Jeanette Powell MP
Shadow Minister for Local Government



PARLIAMENT OF VICTORIA

Introduced in the Assembly

**Environment Protection Amendment
(Landfill Levies) Bill 2010**

A Bill for an Act to amend the **Environment Protection Act 1970** to increase municipal and industrial waste landfill levies and for other purposes.

The Parliament of Victoria enacts:

1 Purpose

The purpose of this Act is to amend the **Environment Protection Act 1970** to increase municipal and industrial waste landfill levies.

2 Commencement

This Act comes into operation on 1 July 2010.

561463B.I-23/3/2010

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BILL LA INTRODUCTION 23/3/2010

Environment Protection Amendment (Landfill Levies) Bill 2010

s. 3

3 Schedule D substituted

For Schedule D to the Environment Protection Act 1970 substitute—

"SCHEDULE D

AMOUNT PAYABLE AS LANDFILL LEVY

| Date when waste is deposited | Amount payable for each tonne deposited (in dollars) | | | |
|--|--|------------------|-------------------------|------------------|
| | Schedule C Premises | | Non-Schedule C Premises | |
| | Municipal waste | Industrial waste | Municipal waste | Industrial waste |
| on or after 1 July 2010 and before 1 July 2011 | 30 | 30 | 15 | 25 |
| on or after 1 July 2011 | 40 | 40 | 20 | 35 |

"

4 Repeal of amending Act

This Act is repealed on 1 July 2011.

Note

The repeal of this Act does not affect the continuing operation of the amendments made by it (see section 15(1) of the Interpretation of Legislation Act 1984).

See:
Act No. 8056/1970.
Reprint No. 17 as at 7 May 2009 and amending Act No. 68/2009.
LawToday: www.legislation.vic.gov.au

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OM102804-11 ROAD/RAIL SAFETY INTERFACE AGREEMENTS - UPDATE

| | | | |
|-------------|---------------------------|-----------|------------------------------|
| AUTHOR: | Peter Dohnt | ENDORSED: | Neil Allen; Paula Gardiner |
| DEPARTMENT: | Infrastructure & Services | FILE REF: | GEN00016 - Railway Crossings |

Purpose

The purpose of this report is to update Council as to the progress of the completion of the Rail/Road Safety Interface Agreements (SIA) for risk management of issues where rail and road infrastructure cross.

Declaration of Interests

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

Background

Under the *Rail Safety Act 2006*, Council, together with the relevant rail authorities, is required to identify and assess risks to safety associated with road-rail interfaces and enter into Safety Interface Agreement(s) for the purpose of managing those risks.

A working group was formed and has confirmed a template for the agreements (with V/Line but not yet with Australian Rail Track Corporation (ARTC)). Council manages road/rail interfaces with V/Line along the Geelong to Warrnambool rail line (through Colac) and with ARTC on the Geelong to Adelaide rail line (through Cressy).

Both rail authorities are currently compiling detailed lists of all relevant interfaces and will shortly be contacting Councils in order to confirm the list of affected assets and sign the SIA's.

The legislation requires that the relevant authorities attempt to sign SIA's by July 2010. It is unclear what constitutes an attempt to sign, however the latest contact was made with both V/Line and ARTC in March 2010 requesting advice about the likely timeframes for signing the SIA's – no clear answer has yet been received.

Council Plan / Other Strategies / Policy

Council's Road Management Plan states that "Council will continue to maintain and respond to issues identified within the Australian Level Crossing Assessment Model (ALCAM) database as administered by the Department of Transport within its annual budget cycle."

Issues / Options

Recently Council received an update/advice from the MAV in regard to the signing of the SIA's. In relation to the issues raised by the MAV, comments are as follows:

- The Australian Level Crossing Assessment Model (ALCAM) website is being checked and monitored and the issues raised are being addressed within the available resources. To date all issues have been resolved. In early April 2010, all issues raised from the latest audit were listed on the ALCAM website and these issues are currently being assessed by Council staff and will be addressed appropriately;

- Council staff are currently compiling a list of rail infrastructure within this municipality (including road-over-rail bridges, rail-over-road bridges, underpasses, pedestrian bridges, level crossings – both public and occupation);
- Officers have recently made contact with the various relevant authorities and this will continue;
- Council needs to decide what level of sign-off they require for the SIA's – General Manager Infrastructure and Services, Chief Executive Officer or Council;
- Council needs to document all risks at crossings within this municipality. ALCAM is a tool that helps identify risks associated with the infrastructure at crossings but does not address other risks such as local traffic management issues. These too need to be documented at some stage; and
- Staff are currently compiling a list of infrastructure that will be managed differently to that defined in the "Demarcation of Responsibilities" attached to the SIA's. It is believed that the only item to be so listed in this municipality is the pedestrian bridge at the Colac Station. It has always been managed by the rail authority, however under the "Demarcation of Responsibilities" this would become Council's responsibility. This will be noted in the SIA signed with V/Line so that the rail authority continues to manage the pedestrian bridge.

Proposal

It is recommended that the Chief Executive Officer be empowered to sign any SIAs on behalf of Council when they become available.

Financial and Other Resource Implications

The signing of the SIAs will formally commit Council to the management of road infrastructure at interfaces with rail assets, however there will be little or no effective change from the existing practices. The work will continue to be managed within Council's existing budgets.

Risk Management & Compliance Issues

The SIAs and the ALCAM website provide an enhanced framework for risk management at rail/road interfaces. By entering into the SIA, using the ALCAM website and through a raised awareness of the risks at rail/road interfaces, Council will reduce the risk of serious incidents.

Environmental and Climate Change Considerations

There are no environmental or climate change considerations involved in this report.

Community Engagement

No community engagement has been undertaken by Council. Rail and road authorities and other key stakeholders, have been working together for some time to facilitate the signing of suitable agreements. It is the responsibility of the rail authorities to contact property owners where occupational crossings exist.

Implementation

The timing of the signing of the SIAs is largely up to the rail authorities. Council will continue to remain in contact with them and will cooperate in the process.

Conclusion

Council staff will continue to work with the other relevant road and rail authorities to ensure the timely signing of the SIAs and through ALCAM and other measures for the proper management of risk at road/rail interfaces.

Attachments

Nil

Recommendation(s)

That Council empowers the Chief Executive Officer to sign any Safety Interface Agreement(s) on behalf of Council as they become available.

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**OM102804-12      DECLARATION OF ROAD AS UNUSED – ROAD EAST OF  
855 CORAGULAC BEEAC ROAD, WARRION**

|             |                           |           |                         |
|-------------|---------------------------|-----------|-------------------------|
| AUTHOR:     | Adam Lehmann              | ENDORSED: | Neil Allen              |
| DEPARTMENT: | Infrastructure & Services | FILE REF: | GEN00016 – Unused Roads |

**Purpose**

The purpose of this report is to provide Council the opportunity to consider a request for declaring a section of government road as unused.

**Declaration of Interests**

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

**Background**

Council has received a request from the owner of 855 Coragulac Beeac Road (Lots 1 and 2 LP26583), Warrion to consider declaring the government road east of the property as unused. If Council considers it appropriate to do so then this will enable the Department of Sustainability and Environment (DSE) to issue an unused road licence for this area.

The government road proposed to be licensed directly abuts the eastern boundary of this property. The area of land measures approximately 2.0 Ha and is fully described as the road east of Lot 1 LP26583, Parish of Ondit.

**Council Plan / Other Strategies / Policy**

This proposal has been considered in accordance with Council's "*Closure of Unused Government Roads, Licensing of an Unused Road or Water Frontage Policy*".

**Issues / Options**

There is no formed roadway along the full length of the section of road proposed to be declared as unused. The road is gated at its northern end where it intersects with Coragulac Beeac Road and is fenced along its eastern most boundary. There is no fencing along the western boundary. It is considered that this road is not required in the short term for future expansion of the road network in the area.

The possible declaration of this road as unused has the potential to compromise access to the parcels described as Crown Allotment 62, Portion 9 and Crown Allotment 62, Portion 9B, Parish of Ondit (refer attached locality plan).

The subject length of road is the only legal access to each of these parcels. At present the parcel described as Portion 9 is under the same ownership of Crown Allotment 62, Portion 8 which has direct frontage to Morrisseys Road and is accessed by a network of internal private roads. Portion 9B, however is under separate ownership and will have no legal point of access should the subject length of road be declared as unused and the area licensed. It is worth noting that the same length of road was previously subject to an unused road licence which has since lapsed with no particular issues relating to property access being previously noted.

Under Section 400 of the *Land Act 1958* (the 'Act'), DSE requires agreement from Council that it considers the road is not reasonably required for public traffic. Upon the giving of any

such notice any road or part of a road specified therein shall be an unused road and is then able to be licensed to the adjoining landowner. It is believed that it is intended to use this area of road for the purposes of grazing stock.

It is Council's obligation to ensure that legal access is preserved to freehold title land. Declaring this section of road as unused has the potential to create landlocked issues relating to the provision of unimpeded access to the parcel described as Crown Allotment 62 Portion 9B.

### **Proposal**

It is recommended that Council does not support this proposal on the basis that it may lead to future property access issues. This will result in the road retaining its status as a government road open to the public for general access. It should be noted that this section of road is not considered to be a public road within the meaning of the *Road Management Act 2004*, and Council assumes no ongoing responsibilities for its management at this stage.

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

There are no direct costs to Council in performing its legislative functions under the *Land Act 1958*.

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

No risk management considerations are applicable.

### **Environmental and Climate Change Considerations**

No environmental considerations are applicable.

### **Community Engagement**

It is intended that Council communicate its decision to both DSE and the initial applicant of its decision to not support the proposal to declare this section of road as unused due to the associated access issues.

### **Implementation**

Council's decision will be communicated via written correspondence upon resolution.

### **Conclusion**

It is considered that the declaration of the section of government road abutting the eastern boundary of 855 Coragulac Beeac Road, Warrion will adversely impact on access requirements and has the potential to create a land locked allotment. Council should not support the request to declare the road as previously detailed as unused.

### **Attachments**

1. Locality Plan - Unused Road East of 855 Coragulac Beeac Road, Warrion
2. Parcel Owner Detail - Unused Road East of 855 Coragulac Beeac Road, Warrion

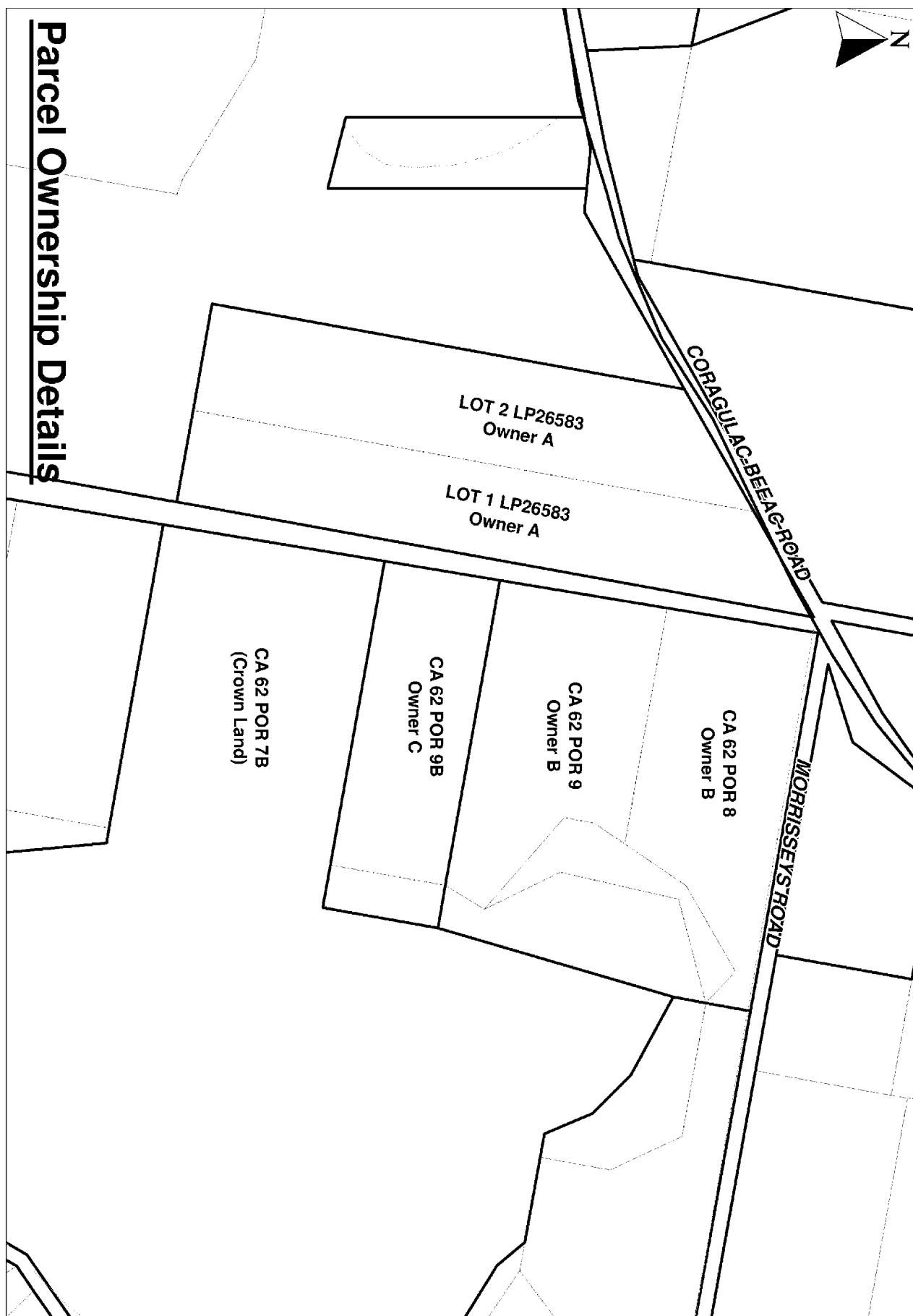
### **Recommendation(s)**

***That Council resolve to:***

1. ***Not support the application to declare the road described as the road east of Lot 1 LP26583, Parish of Ondit as unused; and***
2. ***Instruct the General Manager Infrastructure & Services to write to both the owner of 855 Coragulac Beeac Road and the Department of Sustainability & Environment (DSE) advising of Council's decision to not support the request as it will restrict access to adjoining properties.***

~~~~~\)



**OM102804-13 SPECIAL CHARGE SCHEME - SINCLAIR STREET SOUTH,
ELLIMINYT**

| | | | |
|-------------|---------------------------|-----------|--|
| AUTHOR: | Paula Gardiner | ENDORSED: | Neil Allen |
| DEPARTMENT: | Infrastructure & Services | FILE REF: | Sinclair Street South, Elliminyt - Roads |

Purpose

The purpose of this report is for Council to note a correction to the Schedule attached to the Sinclair Street South Special Charge Scheme as declared by Council at its 27 January 2010 Ordinary Meeting.

Declaration of Interests

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

Background

Council resolved to declare the Sinclair Street South Special Charge Scheme at the Ordinary Council meeting held 27 January 2010. The schedule attached to the report proposing the declaration had an error – in all other respects the report, including the unit rate charge, was correct.

Proposal

That Council note the amended schedule as attached to this report.

Conclusion

That Council note the amended schedule as attached to this report.

Attachments

1. Sinclair Street Sth Schedule

Recommendation(s)

That Council resolve to note the amended schedule for the Declaration of the Sinclair Street South Special Charge Scheme.

~~~~~) ~~~~~



| <b>Schedule</b>                          |                                                          |                      |                     |
|------------------------------------------|----------------------------------------------------------|----------------------|---------------------|
| <b>Address</b>                           | <b>Property</b>                                          | <b>Benefit Units</b> | <b>Cost</b>         |
| 194 Sinclair Street South                | C/A 24 Section A                                         | 1                    | \$8,656.47          |
| 200 Sinclair Street South                | C/A 23 Section A                                         | 1                    | \$8,656.47          |
| 204 Sinclair Street South                | Lot 1 LP71879 C/A Pt.22 Section A                        | 1                    | \$8,656.47          |
| 208 Sinclair Street South                | Lot 2 LP71879 C/A Pt.22 Section A                        | 1                    | \$8,656.47          |
| 212 Sinclair Street South                | C/A 21 Section A                                         | 1                    | \$8,656.47          |
| 218 Sinclair Street South                | C/A 20 Section A                                         | 0                    | \$0.00              |
| 222 Sinclair Street South                | Lot 1 TP587211W                                          | 1                    | \$8,656.47          |
| 226 Sinclair Street South                | CP160454                                                 | 1                    | \$8,656.47          |
| 232 Sinclair Street South                | C/A 1 Section H                                          | 1                    | \$8,656.47          |
| 238 Sinclair Street South                | Lot 1 TP779415                                           | 1                    | \$8,656.47          |
| 246 Sinclair Street South                | Lot 1 PS 513219K (C/A 6 Section H)                       | 1                    | \$8,656.47          |
| 275 Sinclair Street South                | Lot 2 PS510563K                                          | 1                    | \$8,656.47          |
| 285 Sinclair Street South                | Lot 2 LP308326D                                          | 1                    | \$8,656.47          |
| 295 Sinclair Street South                | Lots 1 & 2 PS523188 (Includes 240 Cants Road, Elliminyt) | 1                    | \$8,656.47          |
| 303 Sinclair Street South                | C/A 12 Section K                                         | 1                    | \$8,656.47          |
| 313 Sinclair Street South                | C/A 13 Section K                                         | 1                    | \$8,656.47          |
| 323 Sinclair Street South                | C/A 14 & 15 Section K                                    | 1                    | \$8,656.47          |
| 232 Pound Road                           | C/A Pt.26 Section A                                      | 0.75                 | \$6,492.35          |
| 248 Pound Road                           | Lot 3 PS517162R                                          | 0.75                 | \$6,492.35          |
| 200 Cants Road                           | PC366956                                                 | 3                    | \$25,969.41         |
| 120 Irrewillipe Road                     | C/A 10 Section H                                         | 0.75                 | \$6,492.35          |
|                                          | <b>Total</b>                                             | <b>21.25</b>         | <b>\$183,950.00</b> |
| Council Contribution (Community Benefit) |                                                          |                      | <b>\$99,050.00</b>  |
| Total Cost of the Project                |                                                          |                      | <b>\$283,000.00</b> |



**OM102804-14 ROAD MANAGEMENT PLAN COMPLIANCE REPORT**

|             |                           |           |                         |
|-------------|---------------------------|-----------|-------------------------|
| AUTHOR:     | Adam Lehmann              | ENDORSED: | Neil Allen              |
| DEPARTMENT: | Infrastructure & Services | FILE REF: | GEN01710 – RMP Act/Plan |

**Purpose**

The purpose of this report is to present to Council the Road Management Compliance Report which measures the performance of the road and footpath inspection and maintenance functions against the standards prescribed by Council's Road Management Plan.

**Declaration of Interests**

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

**Background**

The attached reports detail the performance of Council's road management systems and processes for the second quarter (1 October 2009 to 31 December 2009) of 2009-10.

**Council Plan / Other Strategies / Policy**

Performance and compliance is measured against the service levels as defined by the current version of Council's Road Management Plan.

**Issues / Options**

The attached compliance reports measure compliance levels and also detail some key issues relating to the ongoing management of Council's road and footpath assets.

*Roads*

An approximate length of 267kms of Council's municipal public roads were inspected during this reporting period. A total of 13 maintenance items requiring rectification were identified. This comparatively low number of defects can be attributed to Council's proactive approach to road maintenance since the introduction of the *Road Management Act 2004*.

All items assessed as requiring a response have been actioned and completed within the nominated timeframes. A compliance rate of 100% has been achieved in terms of overall road maintenance responsiveness.

*Footpaths*

Approximately 50kms of Council footpaths were inspected during the October - December 2009 quarter. This included footpaths located in each of the small townships across the municipality (e.g. Birregurra, Lavers Hill, Gellibrand, etc) and defined residential areas in Colac. A total of 65 defects were identified through Council's proactive footpath inspection processes.

The majority of defects assessed as requiring intervention related to either footpath condition (e.g. raised or cracked areas) or overhanging street trees. All defects identified have been repaired.

A satisfactory level of compliance for footpath management has been achieved when assessed against the key performance targets defined by the Road Management Plan.

**Proposal**

It is intended that Council receive this report for information.

**Financial and Other Resource Implications**

No financial implications are applicable at present. The service levels within the Road Management Plan have been aligned to match existing maintenance funding allocations. Emerging deterioration trends will need to be continually monitored to determine likely impacts on both future maintenance and capital budgets.

**Risk Management & Compliance Issues**

Council's objective of road management is to ensure that a safe and efficient road network is provided primarily for use by members of the public and is available for other appropriate uses.

**Environmental and Climate Change Considerations**

No environmental considerations are applicable.

**Community Engagement**

Road Management Plan compliance is also presented to Council's Audit Committee.

**Implementation**

The attached reports are presented to Council for information.

**Conclusion**

A satisfactory level of compliance continues to be delivered in the areas of road and footpath management. The achievements of both Cosworks staff and the Council's Asset Inspection Officer should once again be acknowledged.

**Attachments**

1. RMP Compliance Report (Footpaths)
2. RMP Compliance Report (Roads)

**Recommendation(s)**

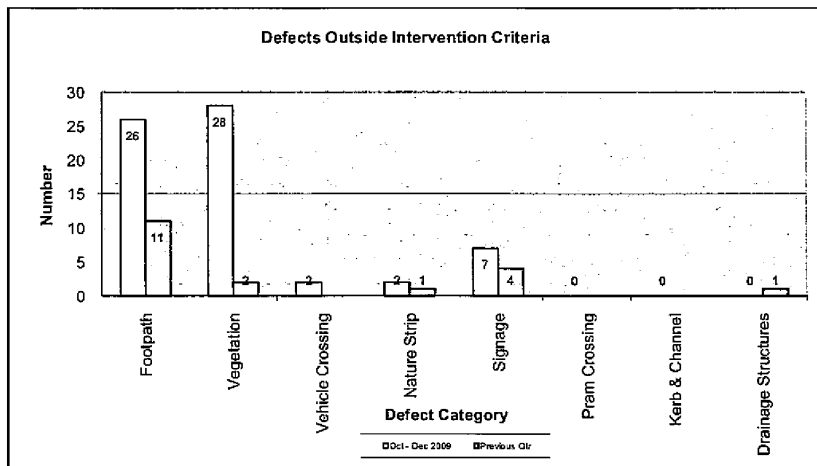
***That Council receives the Road Management Plan Compliance Report for information.***

~~~~~\) ~~~~~


INFRASTRUCTURE DEPARTMENT
Mission: To effectively manage infrastructure and provide Best Value community services.

| Road Management Plan Compliance Report | |
|---|---------------------------------------|
| Asset Category: | Footpaths |
| Reporting for the Period: | 2nd Quarter (October - December 2009) |
| Inspections Completed By: | Kevin O’Gorman |
| Report Prepared By: | Adam Lehmann |

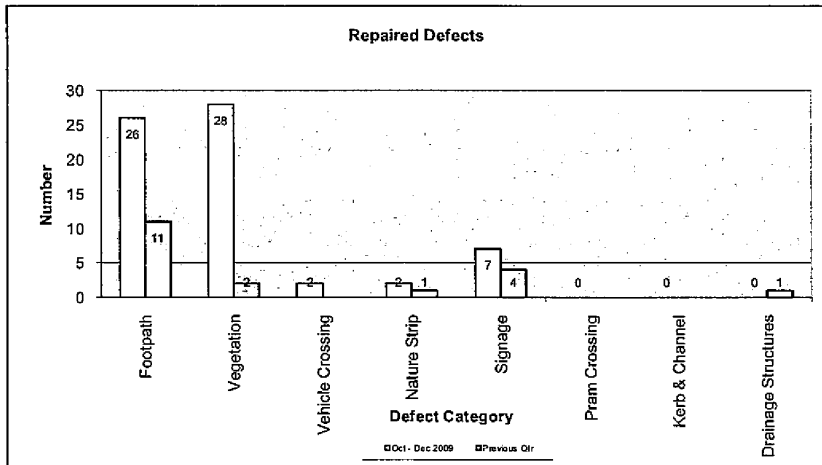
No. of Defects Identified - Outside Intervention



Comments

Approximately 50km of Council footpaths were inspected during the October - December 2009 quarter. This included footpaths located in each of the municipalities small townships (e.g. Birregurra, Lavers Hill, Gellibrand, etc) and defined residential areas in Colac. A total of 65 defects were identified.

No. of Defects Repaired - Outside Intervention



Comments

The majority of defects assessed as requiring intervention related to either footpath condition (e.g. raised or cracked areas) or overhanging street trees. All defects identified have been repaired.

INFRASTRUCTURE DEPARTMENT

Mission: To effectively manage infrastructure and provide Best Value community services.

Inspection Performance Summary

Proportion of routine inspections completed for Period to meet prescribed frequencies

| Hierarchy Identifier | Name | Score |
|----------------------|--------------------|-------|
| HR | High Risk Area | 100% |
| SR | Standard Risk Area | 100% |
| LR | Low Risk Area | N/A |

Comments

All inspections were completed for this period in accordance with the adopted schedules.

Maintenance Performance Summary

Proportion of reported defects that have been actioned/repaired

| Defect Category | Score |
|---------------------|-------|
| Footpath | 100% |
| Vegetation | 100% |
| Vehicle Crossing | 100% |
| Nature Strip | 100% |
| Signage | 100% |
| Pram Crossing | |
| Kerb & Channel | |
| Drainage Structures | |

Proportion of defects actioned within prescribed response times

| Defect Category | Score |
|---------------------|-------|
| Footpath | 96% |
| Vegetation | 92% |
| Vehicle Crossing | 100% |
| Nature Strip | 100% |
| Signage | 86% |
| Pram Crossing | |
| Kerb & Channel | |
| Drainage Structures | |

Comments

94% of all defects identified have been responded to within the nominated timeframes. Council's target as documented in the Road Management Plan is 85%.

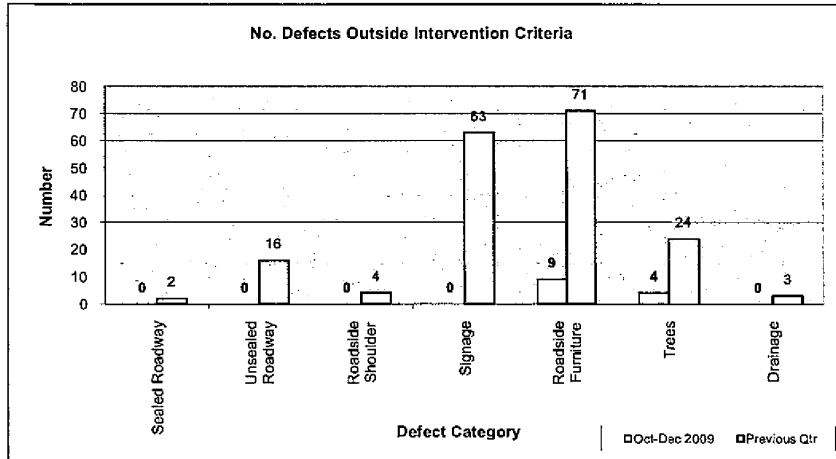
Overall Comments

A satisfactory level of compliance for footpath management has been achieved when assessed against the key performance targets defined by the Road Management Plan.

INFRASTRUCTURE DEPARTMENT
Mission: To effectively manage infrastructure and provide Best Value community services.

| Road Management Plan Compliance Report | |
|---|---------------------------------------|
| Asset Category: | Roads |
| Reporting for the Period: | 2nd Quarter (October - December 2009) |
| Inspections Completed By: | Kevin O'Gorman |
| Report Prepared By: | Adam Lehmann |

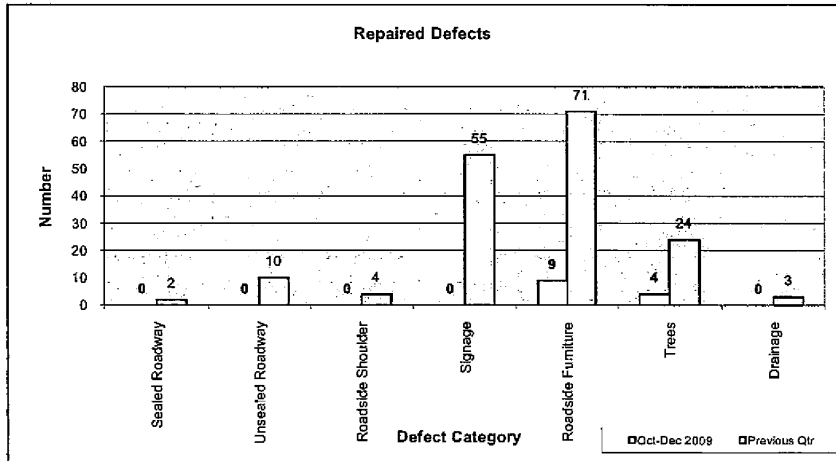
No. of Defects Identified - Outside Intervention



Comments

Approximately 267-km of Council's municipal public roads were inspected during this reporting period. A total of 13 maintenance items requiring rectification were identified. This is a comparatively low number of defects and can be attributed to Council's proactive approach to road maintenance since the introduction of the *Road Management Act 2004*.

No. of Defects Repaired - Outside Intervention



Comments

All maintenance items identified as requiring action have been completed.

INFRASTRUCTURE DEPARTMENT

Mission: To effectively manage infrastructure and provide Best Value community services.

Inspection Performance Summary

Proportion of routine inspections completed for Period to meet prescribed frequencies

| Hierarchy | | Name | Score |
|-----------|------------|-----------------|-------|
| Network | Identifier | | |
| Rural | RL | Rural Link | 100% |
| | RC | Rural Collector | |
| | RA | Rural Access | 100% |
| Urban | UL | Urban Link | N/A |
| | UC | Urban Collector | |
| | UA | Urban Access | |

Comments

All routine road maintenance inspections nominated for the reporting period have been completed in accordance with the Road Management Plan.

Maintenance Performance Summary

Proportion of reported defects that have been actioned

| Defect Category | Score |
|--------------------|-------|
| Sealed Roadway | |
| Unsealed Roadway | |
| Roadside Shoulder | |
| Signage | |
| Roadside Furniture | 100% |
| Trees | 100% |
| Drainage | |

Proportion of defects actioned within prescribed response times

| Defect Category | Score |
|--------------------|-------|
| Drainage | |
| Roadside Furniture | 100% |
| Sealed Roadway | |
| Signage | |
| Trees | 100% |
| Unsealed Roadway | |
| Roadside Shoulder | |

Comments

All items assessed as requiring a response have been actioned and completed within the nominated timeframes.

A compliance rate of 100% has been achieved in terms of overall maintenance responsiveness.

Overall Comments

An exceptional level of compliance has been achieved in the delivery of road inspection and maintenance services for this reporting period.

INFRASTRUCTURE DEPARTMENT
Mission: To effectively manage infrastructure and provide Best Value community services.

Asset Inspection Regime - Roads (Current)

| Asset Class | Hierarchy | Inspection Type, Frequency & Responsibility | | | |
|--|-----------------|---|---------------------|-----------|------------------------------------|
| | | Frequency | Relevant Department | Frequency | 3rd Quarter (January - March 2009) |
| Urban Road Network
* Includes sealed and unsealed roads | Urban Link | Not Applicable | Cosworks | 3 years | Infrastructure & Services |
| | Urban Collector | 4 months | Cosworks | 3 years | Infrastructure & Services |
| | Urban Access | 6 months | Cosworks | 3 years | Infrastructure & Services |
| | Urban Minor | 2 years | Cosworks | 3 years | Infrastructure & Services |
| Rural Road Network
* Includes sealed and unsealed roads | Rural Link | 3 months | Cosworks | 3 years | Infrastructure & Services |
| | Rural Collector | 4 months | Cosworks | 3 years | Infrastructure & Services |
| | Rural Access | 12 months | Cosworks | 3 years | Infrastructure & Services |
| | Rural Minor | 3 years | Cosworks | 3 years | Infrastructure & Services |

Inspection Definitions

Routine Inspections

Inspections undertaken in accordance with the formal inspection schedule to determine if road asset complies with the levels of service as specified by the Maintenance Performance Criteria.

Identified defects are rated against the standards adopted for routine maintenance works on the asset. These performance standards indicate the magnitude of the undesirable condition for each defect requiring remedial action.

A record of each street/road is completed detailing the name of the inspector, the inspection date, time, road name/asset description and report of any defects found that are at the 'tolerable' defects level as defined by Council's Maintenance Performance Criteria.

In addition, a notation is recorded of any road/asset inspected where no defect was apparent under the specific rigour of the inspection.

Condition Inspections

Condition inspections are undertaken specifically to identify deficiencies in the structural integrity of the various components of the road infrastructure that if untreated, are likely to adversely affect network values. The deficiencies may well impact on short-term serviceability as well as the ability of the component to continue to perform at the level of service for the duration of its intended useful life.

The condition inspection process must also meet the requirements for accounting regulations and asset management.

Regular or periodic assessment, measurement and interpretation of the resulting condition data is required so as to determine the need for any preventive or remedial action and is used in the development of relevant programs of rehabilitation or renewal works.

CONSENT CALENDAR**OFFICERS' REPORT**

D = Discussion

W = Withdrawal

| ITEM | D | W |
|--|---|---|
| <p><u>SUSTAINABLE PLANNING AND DEVELOPMENT</u></p> <p><u>OM102804-15 COLAC OTWAY SHIRE AND OTWAYS TOURISM INC SERVICE AGREEMENT REVIEW</u></p> <p>Department: Sustainable Planning and Development</p> <p><u>Recommendation(s)</u></p> <p><i>That Council:</i></p> <ol style="list-style-type: none"> <i>1. Endorse the Colac Otway Shire Evaluation Report February 2010 on the Service Agreement between Colac Otway Shire and Otways Tourism Inc (OT) and the performance of OT in relation to the service agreement.</i> <i>2. Develop a renewed Otways Tourism Service Agreement for a 12 month period to 30 June 2011, including an amount of \$160,000 to be referred to the Council Budget process.</i> <i>2. Review the current model of funding for tourism during the period of the proposed new 12 month service agreement with OT.</i> <i>3. Undertake a review of the Colac Otway Shire vision for tourism through a joint Shire and OT engagement process during the period of the proposed new 12 month service agreement with OT.</i> | | |
| <p><u>OM102804-16 MEMORANDUM OF UNDERSTANDING GEELONG OTWAY TOURISM</u></p> <p>Department: Sustainable Planning and Development</p> <p><u>Recommendation(s)</u></p> <p><i>That Council, subject to budget approval, resolve to sign the Memorandum of Understanding from 1 September 2010 to 30 June 2011 with Geelong Otway Tourism.</i></p> | | |

| | | |
|--|--|--|
| <p><u>OM102804-17 ONDIT QUARRY CONSULTATIVE COMMITTEE</u></p> <p>Department: Sustainable Planning and Development</p> <p><u>Recommendation(s)</u></p> <p><i>That Council:</i></p> <ol style="list-style-type: none"> <i>1. Notes the current process being followed by the Oudit Quarry Consultative Committee to establish its own terms of reference.</i> <i>2. Acknowledges it does not have responsibility for adopting the terms of reference, and that this is the responsibility of the committee itself.</i> <i>3. Notes the change of procedure in relation to the establishment of the terms of reference for the Oudit Quarry Consultative Committee.</i> | | |
| <p><u>OM102804-18 SALE OF COUNCIL LAND - 50 MAIN ROAD BEECH FOREST (OLD BEECH FOREST COUNCIL DEPOT)</u></p> <p>Department: Sustainable Planning and Development</p> <p><u>Recommendation(s)</u></p> <p><i>That Council:</i></p> <ol style="list-style-type: none"> <i>1. Note the submission received following the period of public consultation relating to the sale of Council land – 50 Main Road Beech Forest.</i> <i>2. Endorse the proposed sale of 50 Main Road, Beech Forest by private treaty as per the Sale and Exchange of Council Land Policy and consent to Council Officers proceeding with the sale, including the obtaining of a current valuation.</i> <i>3. Enter into an agreement under Section 173 of the Planning and Environment Act 1987 with the new owner as a condition of the sale.</i> | | |

Recommendation

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

MOVED

SECONDED

**OM102804-15 COLAC OTWAY SHIRE AND OTWAYS TOURISM INC
SERVICE AGREEMENT REVIEW**

| | | | |
|-------------|------------------------------------|-----------|------------|
| AUTHOR: | Mike Barrow | ENDORSED: | Jack Green |
| DEPARTMENT: | Sustainable Planning & Development | FILE REF: | GEN00184 |

Purpose

- To seek Council endorsement of the Colac Otway Shire Evaluation Report February 2010 on the Service Agreement between Colac Otway Shire and Otways Tourism Inc (OT), and the performance of OT in relation to the Service Agreement;
- To advise Council on public feedback including the OT response, to the Evaluation Report;
- To seek Council endorsement of a renewed Otways Tourism Service Agreement for a 12 month period to 30 June 2011;

In response to the OT submission to the Evaluation Report, to seek Council endorsement of:

- a review of the current model of funding for tourism through a report to Council during the period of the proposed new 12 month service agreement with OT; and
- a review of the Colac Otway Shire vision for tourism through a joint Shire and OT engagement process during the period of the proposed new 12 month service agreement with OT.

Declaration of Interests

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

Background

The term of the OT Service Agreement expires on 30 June 2010. Council has the option to renew the service agreement, negotiate another agreement with OT, or not renew this formal relationship with OT and seek an alternative model of providing marketing, professional development, product development and other appropriate activities that support the development of the tourism industry.

To enable Council to make an informed decision on the options available, a report was presented to the August 2009 ordinary meeting of Council that proposed a formal review of the service agreement and the performance of OT be conducted by the Economic Development Unit.

The following recommendations were adopted:

“That Council:

- 1. Notes that the existing agreement with Otways Tourism Inc. lapses on 30 June 2010.***
- 2. Resolves to implement a formal review of the agreement and the performance of Otways Tourism conducted by the Economic Development Unit.***

- 3. Any continuation of the existing agreement or funding of Otways Tourism beyond 30 June 2010 is dependent on Council's decision following the outcome of the review.**
- 4. Appoints Cr Lyn Russell and Cr Stephen Hart to the Review Steering Committee.**
- 5. Asks the Council Chief Executive Officer to write to Otways Tourism's Chief Executive Officer to inform him of this decision to particularly emphasise point 3 above."**

The review process commenced in late August 2009 and included:

- The provisions and obligations listed within the Service Agreement for and on behalf of both parties, Colac Otway Shire and Otways Tourism;
- The evaluation of performance against strategic and action goals;
- A survey of member satisfaction with Otways Tourism taking into account
 - Member services
 - Value for money
 - Industry Development within the Colac Otway Shire
 - Tourism promotion within the Colac Otway Shire; and
- A survey of significant other stakeholders taking into account collaborative approaches to industry development and regional marketing:
 - Geelong Otway Tourism
 - Parks Vic
 - Otway Business Inc.
 - Tourism Victoria.

During the process of conducting the review, Council officers were informed that Tourism Victoria was conducting a review of regional tourism structures and that this may affect the nature and structure of municipal tourism authorities such as OT. The Colac Otway Shire and Geelong Otway Tourism Memorandum of Understanding (MoU) concludes in September 2010. This is subject to a separate request for extension and is covered in a separate Council report.

The Evaluation Report was submitted to Council in a report to the February 2010 Council meeting. The following recommendations were adopted:

"That Council:

- 1. Notes the Colac Otway Shire Evaluation Report February 2010 on the Service Agreement between Colac Otway Shire and Otways Tourism Inc and the performance of Otways Tourism Inc in relation to the Service Agreement;**
- 2. Exhibits the Evaluation Report for a period of 6 weeks for public consultation; and**
- 3. Receives a further report, once the 6 week consultation period is completed, with recommendations regarding the future relationship between Colac Otway Shire and Otways Tourism Inc."**

Two submissions were received during the six week period of community engagement to consider the evaluation report. One is the formal response of OT and the other from a private citizen and Colac Otway Shire ratepayer. These are both discussed in the Issues/Options section below.

Council Plan / Other Strategies / Policy

Council Plan 2009 – 2013 Economic Development

Council is committed to facilitating a healthy and resilient economy through effective leadership, advocacy, and partnership.

Issues / Options

The evaluation report concluded that the performance of OT, demonstrated since December 2006, was in line with the recommendations of the Tourism Review 2006, and that the local tourism industry has the capacity to manage itself and be responsible for industry development and internal marketing within the Colac Otway Shire.

“While there are areas of improvement identified in this report the organisation has achieved significant success in:

- *Rebranding of Otways Tourism with the tag line “Breathe Easy;”*
- *Renewing the Partnership Agreement with Sub Local Tourism Associations (Sub LTA’s);*
- *Development of a Brand Campaign with Surf Coast Tourism;*
- *Collaborating with Otway Business Inc in the production of a TV commercial promoting the local area as a place to not only holiday, but to live, work and invest;*
- *Collaborating with Surf Coast Tourism on the Regional Tourism Conference;*
- *Initiating the Photography Competition which has attracted a new group of ‘off season’ visitors to the region;*
- *Initiating Melbourne Cup Tour and collaborating with the Colac Turf Club in a unique event;*
- *Initiating the Otways Tourism Inc. Scholarship Program to encourage young people into the tourism industry.*

OT has achieved or partially achieved

- *85% of the Strategic Plan 2008/10.*
- *89% of the Annual Action Plan 2008/09.*
- *72% of the Strategic Plan 2009/10 at the mid-point of the year, 31 December 2009.”* (Attachment 1 - Evaluation Report OT Service Agreement)

Since the completion of the evaluation report, OT has also:

- Completed Stage One of the online Otways Holiday Planner;
- Provided funding and other support to the Otway Harvest Trail development;
- Published the Otways Tourism quarterly newsletter;
- Developed a day conference for Otways Tourism members in conjunction with the Annual Dinner;
- Provided financial support to the Great Ocean Road Marathon;
- Reviewed and redeveloped the Photography Competition;
- Improved the efficiency of the Board through reviewing structure and process including development of a Board sub-committee structure;
- Worked with Otways Hinterland Tourism Association (OHTA) members on the regeneration of the Sub LTA;
- Worked with Forrest community businesses on the ‘Otways Village’ concept and the Small Township Welcomer Centres.

Under normal circumstances it would have been reasonable to also conclude that the service agreement should be renewed for a further period of three years. This would provide surety for OT to continue directing resources to deliver on immediate planned tasks and maintain continuity for long term strategic planning. If this were the case it would also be reasonable to recommend a three year service agreement with a fixed amount per annum

indexed with the Consumer Price Index to enable long term planning and development of projects over the three year period of the agreement.

The complicating factor is the restructure of regional tourism. While Tourism Victoria has provided a recommended structure, the implementation committee is yet to be appointed. Once appointed this group will work with the industry and local government across the Barwon South West region to develop the best model possible for the region. This process is likely to take at least 12 months.

While any restructure is likely to include the necessity for a membership based local tourism association, Otways Tourism Inc., in the case of Colac Otway Shire there will be other factors determined by the regional restructure that may determine whether Council wishes to continue to fund Otways Tourism Inc. as an external body.

It would be unwise for Council to 'lock in' a three year agreement with any one body at this time. However there is a necessity to continue to provide tourism internal marketing and industry development. A one year service agreement would serve the purposes of continuity without committing Council to a long term arrangement.

The proposed service agreement would include specific performance indicators on a range of issues to be negotiated between Council and OT that improve industry performance and deliver on Council's vision for tourism in the Shire.

The OT response endorses the credibility of the evaluation report and indicates a commitment to improved performance in areas of concern identified by the report. The response includes strategies that address the key areas of concern in the report as noted above:

“Media Coverage:

That Otways Tourism Inc should direct its resources to enhancing its performance in achieving regular mainstream positive media coverage for the local tourism industry.”

ACTIONS:

- *Media releases have been prepared using our strengths as the subject matter to support other local stories. These will be packaged in a presentation folder, along with DVD photo gallery from the Otways Tourism photographic competition, cover letter, & touring map. These will be forwarded to Melbourne print and TV media by the end of April.*
- *The Committee of "Otways in Focus" will contact ABC News, to ask for inclusion of images on the "weather segment".*
- *Media releases and human-interest segments from The OT Newsletter will be forwarded to regional media. We will include Ballarat and Geelong in the distribution list.*
- *Responsibility for these tasks will be clearly defined between the OT Executive Officer (EO) and the Administrative Assistant.*
- *We will investigate the cost of wider distribution of the OT Newsletter.*
- *The Marketing Committee recognizes that short snippet information will often result in media coverage. We have developed a media release template to be used to regularly forward event, personal profiles and information to local media.”*

2. Membership Services and Growth:

That Otways Tourism Inc conducts a review of membership services and develops a clear strategy to improve member relationships and growth.

ACTIONS: *Membership Services*

- *Two events are planned before the completion of this financial year. Speed Dating/Networking Evening – a member familiarization and information-sharing event. A full day Workshop and Dinner – To include areas such as improving web site performance, customer relations, booking policy;*
- *Our EO will make personal contact with, and visit every new member as we are notified;*
- *Our EO will visit all unseen businesses;*
- *Because there has been difficulty in maintaining an effective working group in the hinterland region, OT has held four meetings through February and March with affected operators. As a result, three new focus groups have been established, (Forrest, Birregurra and Colac). These three groups will work under the umbrella of (Otways Hinterland Tourism Association) OHTA and will use our teleconference facility for easier communication. Gellibrand will be the next community we approach to offer this programme;*
- *Forrest operators invited Birregurra members to attend a "Swap Meet" and member Familiarization event to share ideas and network together;*
- *The Board Chair, the EO and our Administrative Assistant have been more frequently attending sub LTA meetings to show leadership and goodwill. The Administrative Assistant regularly acts as minute secretary for these meetings to assist in the groups administrative responsibilities;*
- *In conjunction with Geelong Otway Tourism a membership strategy is also being worked on to service current members and to encourage new ones;*
- *OT provides support to members through the allocation of a \$1000pa Administration fee to each sub LTA. In May each year the four sub LTAs have the opportunity to apply for member projects from a pool of approx \$16000. This system ensures membership fees are being returned to member groups;*

ACTIONS: *Membership Growth.*

- *The Membership Committee is developing a strategy for membership growth. They have set a target of 6% annual growth. They have budgeted for, and are working on a Member's needs survey, the results of which will formulate their approach and agenda;*
- *The Executive Officer has drafted a "Myth Buster" document for circulation to members, which clarifies members' expectations of Otways Tourism, and outlines its role in the administration of membership in the region;*
- *The Focus groups mentioned above include non-members in an effort to encourage new membership; we are adopting a more inclusive policy rather than excluding participation to non members;*
- *Our sub LTA groups are encouraged to welcome and nurture potential new members. For example Otway Coast Tourism ensures that established members welcome and assist any new operators to its region.*

3. Industry development:

That Otways Tourism Inc directs its resources to enhancing its performance in providing opportunities for industry to improve service and develop new product.

ACTIONS:

- *We will work with sub LTA's to conduct familiarization tours on a regular basis.
Forrest and Birregurra conducted a "Swap Meet" in April.
Apollo Bay VIC will visit Otway Coast Tourism in May.*
- *A full day member's workshop and dinner will be held in May. The series of workshops are being tailored to member's requests. eg: Liquor Licensing Laws, customer service and what makes a good business.*
- *Where a new business comes to the Otways we will implement a policy of meet and greet from the EO and also local members.*
- *We are exploring a "Mentor Program" where new operators are introduced to a similar business for guidance. eg. the proprietor of Otway Brewing Company will meet the Manager of the new Wye General Store.*
- *The Scholarship Program to educate and encourage graduates to stay and work in the area continues.*
- *Several Packaging opportunities have been developed. The latest is through "Gumboots and Pearls, Opera in the Otways" where that event will be staged at Cape Otway Light Station. Accommodation providers and local businesses will benefit from the flow on generated by the continuation of this event.*
- *The 2010 third annual "Otways in Focus" photographic competition has resulted in the Victorian Association of Photographic Societies commitment to hold their annual muster in Apollo Bay. Again this flow on effect will benefit the region and the local community with the increase in participants, new photo images and workshop events run in association with the competition.*
- *Otways Tourism provided funding in 2009 through our annual sub LTA Grant applications to Otways Scenic Circle to run a workshop on "Pricing and Packaging" and also to the Apollo Bay Chamber of Commerce to run local networking workshops. It anticipated that similar applications will be received for 2010-2011 during April.*
- *A workshop will be conducted through the Tourism Excellence program. The subject for the workshop will be "Online Development". This is the current topic that most operators are interested in.*
- *Operators are also provided all information in relation to industry conferences in Melbourne that would benefit their business.*

4. Communication with VIC's:

That Otways Tourism Inc. directs resources to developing a closer relationship with the Coordinators of the VICs to improve communications.

ACTIONS:

- *The Executive Officer will make regular scheduled meetings with VIC staff to monitor supply of maps and brochures and discuss any issues or challenges.*
- *Our new Marketing Committee is a perfect tool for communication with the VICs. Included in this group are VIC Co-ordinators and Economic Development Officer (Tourism). We have jointly worked on a collateral review, and are working together to implement its findings and other initiatives. These include*
 - *Branded product bags for the VICs.*
 - *Whale flags to fly along the Coast at Wye, Kennett, Sugarloaf and Apollo Bay VIC.*
 - *Formatting and costing of a new hard copy "Otways Holiday Planner".*
 - *Production of a new "Stone Walls " brochure to add to the "Otways Trails Series"*

5. Collateral development and delivery.

That Otways Tourism Inc directs resources to ensure collateral development and delivery is completed in a timely manner.

ACTIONS:

- *A new "Brochure Supply" template has been developed, through which the VIC Managers will provide Otways Tourism with a fortnightly update of supplies on line. This will enable early preparation of new stock.*
- *Some surplus funds from this year's budget have been directed to reprinting the most popular brochures to ensure availability of stock.*
- *Production and distribution of the Media Kit is being finalized.*
- *We have commenced the development of mini VICs or "Welcome Centres" in small town locations. Display racks are being costed. Forrest will be rolled out first. A MoU between OT and the selected provider is being developed. Colac VIC will conduct some basic training.*
- *Costing and branding of product bags for VICs has been undertaken. OT branding stickers will be used on small paper bags and larger shoulder bags will be supplied and branded depending on the success of a grant application.*
- *OT has committed \$2000 to the production of the "Colac Brochure." Final amendments are being made prior to printing.*
- *Stage 1 of the new on line "Otways Holiday Planner" has been delivered and work has commenced on Stage 2. See www.theotways.com.*
- *A list of content for a new hard copy of Otways touring information has been made and new quotes obtained. This booklet would run in parallel with the new on line "Holiday Planner."*

(Attachment 1 Otways Tourism Inc, "Response to COS & OT Service Agreement Review' April 2010).

The OT response indicates a commitment to addressing issues identified in the Evaluation Report. If enabled to continue current operations with a new Service Agreement for the 12 months of the 2011/12 Financial Year, the performance of OT would be measured on these strategies in addition to other actions in the Annual Action Plan yet to be developed.

The second submission to the evaluation report from a private resident and ratepayer makes a number of points as follows:

1. *"Council would be well advised to have regard to the extensive use of public funds provided for tourism marketing and promotion at a Federal, State and Regional level."* (Attachment 2 Submission April 2010 to the OT Evaluation Report).

This matter has been addressed in the Tourism Review 2006 and further addressed in the Evaluation Report 2010.

"The tourism industry is structured by the Australian and State Governments in such a manner as to make Local Government directly responsible for the marketing of local regions, the delivery of visitor services and the professional development of the local operators." (Colac Otway Shire Tourism Review 2006)

2. *"The tourist production product within Colac Otway Shire is predominantly public assets, developed and maintained by a variety of State and local Government agencies using extensive public funds, the industry feeds off these assets, but the community is required to fund them."*

Tourism product internationally is predominantly in the public domain, such as oceans, forest and waterfalls. Some public domain product is owned and maintained by public authorities

such as access to these attractions via (for example) roads, bridges, and boardwalks. State and local governments provide this kind of infrastructure to the tourism industry but also provide it to other sectors such as bridges capable of carrying logging trucks in remote parts of the Otways, or bridges capable of carrying B Double milk transports on minor roads in dairy areas. Public assets of high value to the whole community, such as the Memorial Square in Colac, also provide benefit to cities where retail and hospitality businesses thrive.

The Colac Otway Shire Tourism Review 2006, identified that without development of the tourism industry, the timber villages in the Otways would have no sustainable future.

“Coupled with the winding down of hardwood forestry, and increasing pressures on other agricultural sectors, it is clear that the Shire will confront significant long term challenges to remain vibrant and economically robust. It is widely acknowledged that the tourism industry can provide a viable alternative.”

One of the best examples of public investment that has been a catalyst for economic development is the Forrest mountain bike trails developed by the Department of Sustainability and Environment. The township is experiencing regeneration with increasing numbers of trail bike enthusiasts, and nature tourists, visiting and staying. Local business is vibrant and there has been new investment based on this growth in tourism product and accommodation. The sequence of events has been public investment, followed by private investment, followed by job growth.

It is true that the local tourism industry is intractably linked to our natural environment and properly maintained public access and facilities however governments provide infrastructure support to all industry.

In respect to the inference that tourism is a receiver of public largess *“the industry feeds off these assets”* it should be remembered that the local tourism industry privately contributes a capital investment of approximately \$1.6m per annum and a marketing and promotion investment of approximately \$250,000 per annum. Tourism industry businesses makes a significant investment of funds to support their respective businesses but also contributes to the marketing and promotion of the region, which is a major factor in attracting population growth. The tourism industry generates approximately \$120.5m per annum to the Colac Otway Shire economy and supports approximately 370 direct jobs. (Tourism Research and Impact assessment of the Colac Otway Shire, Street Ryan & Assoc. 2007)

Tourism businesses and tourism operators also pay rates and taxes that contribute to public infrastructure.

3. *“The results of the survey conducted as part of the Otway Tourism review would appear to indicate a low level of interest from the industry with a very poor response rate and a less than supportive endorsement of Otway Tourism’s performance.”*

The response rate is low and indicates that OT needs to lift its performance in membership services. This is a recommendation of the evaluation report and has been addressed by strategies described above in the OT response.

4. *“There is no clear evidence that the activities of Otways Tourism has improved visitor numbers to the region”*

OT is not responsible for improving visitor numbers to the region. This is the responsibility of Geelong Otway Tourism (GOT). OT has the responsibility of marketing and industry development within the Shire.

5. *‘Since the establishment of Colac Otway Shire, over \$15 million, excluding capital expenditure, has been injected into the promotion and marketing of the Shire’s tourism industry...’*

The tourism industry generates approximately \$120.5m per annum to the Colac Otway Shire Economy. Over 16 years the Colac Otway Shire investment of \$15m which includes the operations of two visitor centres, has generated approximately \$1.9 billion in economic activity.

The Colac Otway Shire clearly describes its support for the tourism industry in the Council Plan 2009 – 2013:

“Economic Development:

Council is committed to facilitating a healthy and resilient economy through effective leadership, advocacy, and partnership.”

Option 1 is that Council endorse the Colac Otway Shire Evaluation Report February 2010 on the service agreement between Colac Otway Shire and Otways Tourism Inc (OT) and the performance of OT in relation to the service agreement. The report includes the recommendation of a renewed one year service agreement.

Option 2 is that Council do not endorse the Colac Otway Shire Evaluation Report February 2010 on the service agreement between Colac Otway Shire and Otways Tourism Inc (OT) and the performance of OT in relation to the service agreement.

Option 3 is that Council endorse the Colac Otway Shire Evaluation Report February 2010 on the service agreement between Colac Otway Shire and Otways Tourism Inc (OT) and the performance of OT in relation to the service agreement, with a revised recommendation in relation to support of the tourism industry within the Colac Otway Shire.

Option 1 is the preferred option as it provides a thorough assessment of the service agreement and an evaluation of performance that provides evidence of significant achievement of OT for the local tourism industry. A new one year service agreement during the transitional period of the structural review of regional tourism provides continuity for the industry over a time of structural change and does not bind Council to a contract that may not be in Council’s best interest once the new structure has been established.

In relation to a renewed service agreement with Otways Tourism has three options:

Option 1 is that Council sign a new service agreement for a further period of twelve months to 30 June 2011 during which period the regional restructure of tourism will be completed.

Option 2 is that Council do not renew the existing service agreement and that Council seek an alternative solution to the support of the local industry. Council may consider a return to the internal coordination of the tourism industry. This would entail the employment of a Tourism Development Officer with administrative support and funds for collateral development and special projects. Based on allocations in the 2009/10 financial year, the result would be an increase in cost to Council of approximately \$6,500.

Option 3 is that Council sign a new service agreement for a further period of three years to expire on 30 June 2013, as has been requested by OT in its submission. This would enable OT to plan in a more strategic way for the future. It could include a termination clause relating to a 12 month term if unanticipated changes in the restructure of regional tourism render local tourism associations as no longer required.

Option 1 is the preferred option as it provides continuity for the industry over a time of structural change and does not bind Council to a contract that may not be in Council's best interest once the new structure has been established. Option 1, recognises the achievement of OT over the past three years and provides a reasonable opportunity for OT over the next twelve months to improve its performance in key areas recommended by the evaluation report.

In relation to the proposed 12 month service agreement, 1 July 2010 to 30 June 2011, the recommended process is as follows:

- Initial discussions on the proposed new service agreement between Manager Economic Development and Board members to take place at the OT Board annual strategic planning day undertaken on 21 April 2010;
- New service agreement to be drafted by Manager Economic Development to be presented to a May Council Workshop to enable input from Council;
- New service agreement to be redrafted with Council input.
- Meeting with OT to discuss the draft and negotiate any proposed changes;
- Final draft to be presented in a report to the June 2010 Council meeting for endorsement.

OT raised a number of other issues in its response to the evaluation report:

"With the introduction of the Commercial Levy and the Accommodation Levy to the Shire's rating system in 2007 we have lost members who refuse to pay both the Commercial/Holiday Levy and a Membership to OT. Many see this as "double dipping". The Otways has a high proportion of small operators who find these two charges prohibitive and they therefore opt out of tourism membership.

We urge Council to review the funding model for Tourism. In the submission to Council in 2007 by Wine and Food tourism other options were listed and we would encourage Council to revisit these. A system where membership to OT is part of the levy paid to COS would alleviate declining membership, and save OT valuable time in trying to maintain membership numbers.

The Surf Coast model where portion of rate payment goes to tourism membership is worth investigating."

Given the complexity of the issue, it is recommended that this request be considered through a separate Council report to be developed during the next 12 months.

- *"We understand that while we all await the introduction of Regional Tourism Boards (RTBs) in the Great Ocean Road region from The Regional Tourism Action Plan (RTAP) through Tourism Victoria our agreement and funding from COS could possibly be for a one year term, we believe subsequent MoU's and funding should be for a three term with a negotiated funding **amount for that period to be adjusted annually based on CPI**. Where we might roll out projects immediately, at present we can only implement them in stages. eg. new brochure/booklet and the on line "Holiday Planner" will take three years to fully develop, due to limited funding. Similarly we are unable to offer our staff, security of employment."*

While the evaluation report recommends that in normal circumstances a longer term agreement between Colac Otway Shire and OT would be more beneficial to both parties, this is a matter for future consideration and will be addressed once the regional restructure of tourism is completed.

- *“The Report concludes with an analysis of the financial implications of the Council taking back the functions of Otways Tourism Inc. Our Board and their member sub LTA’s; have contributed countless hours to assist the Shire in the promotion of tourism in the region. It is a disappointing that the report did not make any acknowledgement of this contribution. This volunteer expertise brings an enormous financial contribution to the Shire. This contribution includes*
 1. *Developing and organising events that attract large numbers of visitors to our region annually*
 2. *Attending 6 weekly board meetings in Colac and Apollo Bay on alternate occasions*
 3. *Board members taking on the responsibility of chairing sub committees of Otways Tourism, such as Marketing, Governance Membership and Finance.”*

This is a valid point and will come into discussion on the proposed new 12 month service agreement so that voluntary input may be assessed for its value in matching Council’s contribution.

- *“Otways Tourism would welcome a statement of the vision for Tourism in the Otways by the Colac Otway Shire. As changes in Council occur, such a policy statement would allow better continuity for the development of the industry and make the role of OT easier. This vision in conjunction with OT policy would provide a longer term foundation for tourism in the region.*

A shared vision provides strong leadership and demonstrates a willingness from both parties to prepare for the future and a commitment to an industry that provides \$120 million dollars worth of economic benefits to the Colac Otway region.”

The foundation for Council’s support of the tourism industry is the Colac Otway Shire Tourism Review 2006, to which OT provided substantial input. A new “*statement of the vision for Tourism in the Otways*” would entail a review of the direction recommended in that report. This process would form part of the discussion in the development of the proposed new service agreement. It would be subject to the Council endorsement of the recommendation to sign a new service agreement.

Proposal

- That Council endorse the Colac Otway Shire Evaluation Report February 2010 on the service agreement between Colac Otway Shire and Otways Tourism Inc (OT) and the performance of OT in relation to the service agreement.
- That Council endorse a recommendation to develop a renewed Otways Tourism Service Agreement for a 12 month period to 30 June 2011.
- That Council endorse a recommended process for the development of the proposed Otways Tourism Service Agreement for a 12 month period to 30 June 2011.
- That Council endorse a review of the current model of funding for tourism through a report to during the period of the proposed new 12 month service agreement with OT.
- That Council endorse a review of the Colac Otway Shire vision for tourism through a joint Shire and OT engagement process during the period of the posed new 12 month service agreement with OT.

Financial and Other Resource Implications

OT currently receives an annual negotiated amount according to the service agreement. In 2009/10 the amount is \$155,000.

The table below indicates the funding of tourism internal marketing and industry development services over the past four years plus internal tourism development support. It does not include operational costs of the Visitor Information Centres.

In 2005/06 all of these services were supplied by Colac Otway Shire including administrative support under the coordination of the Tourism Development Officer (TDO). The figures below do not include the cost of operating the VICs.

In 2006/07 funding was provided to OT and the TDO position was made redundant. There were costs incurred by the TDO position until the person in that job left the organisation. The administrative support position was transferred to the Economic Development Unit and Council funds have also been allocated to a tourism support position on a part time basis, in line with recommendations in the Tourism Review 2006.

| YEAR | Council Funds Paid to OT | Council funds for internal coordination of Tourism | Total |
|------------------|--------------------------|--|-----------|
| 2005 / 2006 | \$ 0 | \$183,348 | \$183,348 |
| 2006 / 2007 | \$ 95,454 | \$140,162 | \$235,616 |
| 2007 /2008 | \$ 180,309 | \$67,060 | \$247,369 |
| 2008 / 2009 | \$ 155,000 | \$65,658 | \$220,658 |
| 2009/2010 (est.) | \$ 155,000 | \$65,698 | \$220,698 |

The following table is a general breakdown of OT expenditure in the 2008/09 Financial Year and includes Council's contribution of \$155,000 plus membership fees and other income. OT funding supports the operations of the organisation and a number of marketing and development projects.

| Otway Tourism Expenditure 2008/09 | | |
|---|------------------|-------------------|
| Payment | Amount | % of Total |
| General Office supplies and operational overheads | \$ 36,587 | 18% |
| Salaries/On Costs | | |
| <ul style="list-style-type: none"> • Executive Officer – <ul style="list-style-type: none"> - OT Board Executive Duties - Marketing and Development - Project Coordination | \$ 68,670 | |
| <ul style="list-style-type: none"> • Administrative Assistant <ul style="list-style-type: none"> - Admin & Accounts - Project Coordination | \$ 14,322 | |
| Total Staffing | \$ 82,992 | 41% |
| Motor Vehicle Expenses | \$ 12,175 | 6% |
| Advertising | \$ 1,993 | 1% |

| | | |
|---|------------------|-------------|
| Donations | \$ 1,000 | 0.5% |
| Marketing Projects | \$ 46,802 | 23% |
| Sponsorship Sub LTA Projects | \$ 14,776 | 7% |
| Training and Development Workshops | \$ 1,750 | 1% |
| Conference Expenses | \$ 2,870 | 1.5% |
| Consulting Fee | \$ 750 | 0.5% |
| Membership Repayments | \$ 930 | 0.5% |
| Total | \$202,625 | 100% |

If the service agreement with OT was to be not renewed at the end of 2009/10, Council may consider a return to the internal management of all tourism services. This would require the employment of 1 EFT Tourism Development Officer and a .2 EFT administrative support, plus collateral development, marketing and industry development costs.

| If Council Assumed Otway Tourism Delivery Responsibilities | | |
|---|------------------|-------------------|
| Payment | Amount | % of Total |
| Salaries/On Costs | | |
| • Tourism Development Coordinator | \$76,695 | |
| • Administrative Support
(One day per week) | \$ 7,161 | |
| Total Staffing | \$83,856 | 52% |
| Advertising | \$ 1,000 | .6% |
| Collateral Development & Printing | \$30,000 | 18% |
| Printing & Stationery | \$ 200 | .1% |
| Tourism Publications & Subscriptions | \$ 1,000 | .6% |
| Training, Seminars | \$ 1,000 | .6% |
| Plant / Travelling | \$ 8,000 | 5% |
| Misc/Telephone | \$ 2,000 | 1% |
| Business Training Events | \$ 6,000 | 4.1% |
| Human Resources | \$ 3,300 | 2% |
| Finance Admin | \$ 2,100 | 1% |
| Computer Support | \$14,400 | 9% |
| Office Accommodation | \$ 9,500 | 6% |
| Total | \$161,356 | 100% |

There would be no recommended reduction in the existing .5 EFT Tourism support funding of \$65,698, therefore the total contribution would equal \$227,014. A reduction in existing funding is not possible as this supports a range of activities within the Economic Development Unit, including strategy development, VIC staffing, infrastructure and systems support, revenue generation, as well as small township infrastructure development and other related economic development activity.

| Future Tourism Options | | | | |
|-------------------------------|---|--------------------------|--|-----------|
| Year | Option | Council Funds Paid to OT | Council funds for internal coordination of Tourism | Total |
| 2009/10 | Current.
OT fully funded through service agreement | \$ 155,000 | \$65,698 | \$220,698 |
| 2010/11 | Option for 1 year service agreement
OT fully funded through service agreement | \$ 155,000 | \$65,698 | \$220,698 |
| 2010/11 | Option for internal provision
Tourism development through Colac Otway Shire | | \$227,014 | \$227,014 |

The proposed 12 month new service agreement would include an amount to be allocated from the 2010/11 Council budget. The amount is subject to the budget process. In a submission to the budget process, OT has requested an amount of \$175,000. (Attachment 3 OT Submission to the Budget).

The proposed 12 month new service agreement would include an amount to be allocated from the 2010/11 Council budget. The amount is subject to the budget process. In a submission to the budget process, OT has requested an amount of \$175,000 while also stating that this amount could be reduced to the 2009/10 figure of \$155,000 adjusted for CPI up to \$160,000 by deleting the following expenses:

- *“the feasibility study of the Trans Otway Waterfall Walk in partnership with Parks Victoria, Apollo Bay Chamber of Commerce and Colac Otway Shire. (\$4500)*
- *Stage 3 Otways Holiday Planner to \$7400*
- *the expenditure by the EO for attending conferences to \$1500*
- *the annual training schedule to \$1300”.*

(Attachment 3 OT Submission to the Budget).

Given the limitations of Council's Budget it would be appropriate to limit Council's contribution to the figure of \$160,000. Council should note that the Trans Otway Waterfall Walk is documented in the 'Regional Trails Strategy' as requiring the kind of further detailed work that would be delivered in a feasibility study. However the Council contribution referred to in the OT submission is subject to the Council 2010/11 Budget process.

Risk Management & Compliance Issues

A one year service agreement to Otways Tourism Inc. during the transitional period of the structural review of regional tourism mitigates the risk of Council being bound into a long term contract that may not be in Council's best interest once the regional restructure is settled.

Environmental and Climate Change Considerations

There are no relevant environmental and climate change considerations.

Community Engagement

The evaluation of the service agreement was been conducted in cooperation with the OT Board which provided input through the Otways Tourism Inc. Review Submission Dec 2009. OT has also provided a response to the evaluation report in March 2010.

The communication strategy will follow the recommendations of the Colac Otway Shire Engagement Policy January 2010.

The method selected will be 'Inform' and include:

- A letter from the Colac Otway Shire CEO to the Chairperson of Otways Tourism informing OT of the outcome of this report and requesting that OT also inform Sub LTAs and members;
- A letter to the author of the other submission to the evaluation report informing OT of the outcome of this report;
- A media release for the general public;

The evaluation report is available on Council's web site.

Implementation

Council Officers will implement the communication strategy above.

If a new 12 month service agreement is endorsed by Council, officers will implement the process as described above.

Conclusion

Council's service agreement with Otways Tourism Inc (OT) expires on 30 June 2010. An evaluation report has been completed that recommends a new one year service agreement during the transitional period of the structural review of regional tourism as it provides continuity for the industry over a time of structural change and does not bind Council to a contract that may not be in Council's best interest once the new structure has been established.

The proposed 12 month new service agreement would include a recommended amount of \$160,000 to be allocated from the 2010/11 Council budget. The recommended amount is subject to the budget process.

The process to develop a 12 month service agreement would include consultation with OT and input from Council.

In response to the OT submission to the evaluation report it is recommended that Council also endorse:

- a review of the current model of funding for tourism through a report to Council during the period of the proposed new 12 month service agreement with OT; and
- a review of the Colac Otway Shire vision for tourism through a joint Shire and OT engagement process during the period of the posed new 12 month service agreement with OT.

Attachments

1. Evaluation Report OT Service Agreement
2. OT Evaluation Submission A Billing
3. OT Budget Submission 2010/11
4. OT Evaluation Response

Recommendation(s)***That Council:***

- 1. Endorse the Colac Otway Shire Evaluation Report February 2010 on the Service Agreement between Colac Otway Shire and Otways Tourism Inc (OT) and the performance of OT in relation to the service agreement.***
- 2. Develop a renewed Otways Tourism Service Agreement for a 12 month period to 30 June 2011, including an amount of \$160,000 to be referred to the Council Budget process.***
- 2. Review the current model of funding for tourism during the period of the proposed new 12 month service agreement with OT.***
- 3. Undertake a review of the Colac Otway Shire vision for tourism through a joint Shire and OT engagement process during the period of the proposed new 12 month service agreement with OT.***

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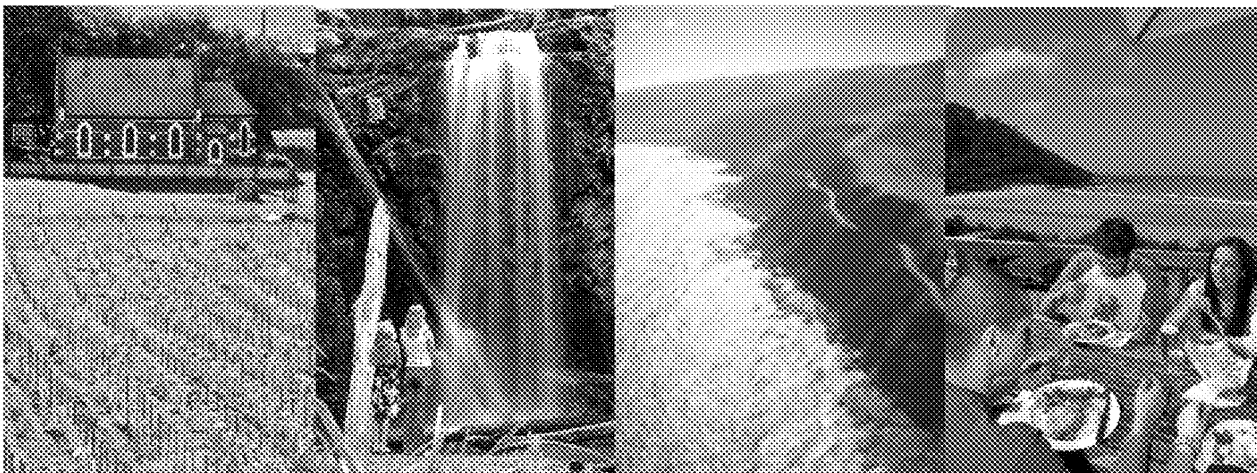


## Colac Otway Shire and Otways Tourism Inc.

Service Agreement 2007 – 2010

# EVALUATION REPORT

February 2010.



Colac Otway Shire  
Economic Development Unit  
Manager, Mike Barrow

Evaluation Report Colac Otway Shire Otways Tourism Inc Service Agreement 2007 - 2010

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## EXECUTIVE SUMMARY

In December 2006 Colac Otway Shire signed a Service Agreement with Otways Tourism Inc that expires on 30 June 2010.

The Colac Otway Shire Tourism Review 2006 recommended that Council provide the resources to enable Otways Tourism Inc. (OT) to independently manage internal marketing and industry development for the Colac Otway Shire.

To enable Council to make an informed decision on options for the future of this relationship with OT, Council's Economic Development Unit has conducted an evaluation of the Service Agreement and the performance of OT in relation to the Service Agreement. The Evaluation process has been led by a Steering Committee including Crs Stephen Hart and Lyn Russell, Manager Economic Development Mike Barrow and Economic Development Officer Mick Cosgriff.

The Evaluation has taken into account:

- The provisions and obligations listed within the Service Agreement for and on behalf of both parties, Colac Otway Shire and OT.
- An evaluation of performance against strategic and action goals
- A survey of OT members
- A survey of property owners who pay the differential rate for holiday houses that are rented
- A survey of significant other stakeholders taking into account collaborative approaches to industry development and regional marketing:
  - Geelong Otway Tourism
  - Parks Vic
  - Otway Business Inc.
  - Tourism Victoria

The Evaluation is specific to the Colac Otway Shire Otways Tourism Inc Service Agreement 2007 – 2010 however recommendations recognise the current transition period of regional tourism structures. Tourism Victoria is leading the implementation of a restructure of regional tourism with the possible introduction of a Great Ocean Road Regional Tourism Board.

### The key findings of the Evaluation are:

- Both Colac Otway Shire and OT have worked consistently and with purpose to support and develop the tourism industry in Colac Otway Shire.
- The major achievements of OT have been:
  1. Rebranding of Otways Tourism
  2. Partnership Agreement with Sub Local Tourism Associations (LTA)
  3. Brand Campaign with Surf Coast Tourism
  4. Prime TV Commercial
  5. Regional Tourism Conference
  6. Photography Competition
  7. Melbourne Cup Tour
  8. Scholarship Program
- OT has achieved or partially achieved
  - 85% of the Strategic Plan 2008/10.
  - 89% of the Annual Action Plan 2008/09.

- 72% of the Strategic Plan 2009/10 at the mid-point of the year, 31 December 2009.

- The Member Survey indicates a generally positive outcome with above average scoring and a number of very supportive statements but there are specific areas where improvement is needed. The Visitor Information Centres are almost universally valued and supported.
- The Property Owners Survey indicates that holiday home owners who pay a differential rate if they rent their respective properties are not supportive of the current structure of the industry in relation to their special rate.
- The Stakeholder Survey indicates general support of OT and emphasises that OT does not have resources to stand alone.
- OT has achieved a significant amount over the three years of the Service Agreement but needs to address a number of issues including
  - Media coverage
  - Membership services and growth
  - Industry development
  - Communication with Visitor Centres (VIC)s
  - Collateral Development and delivery
- The performance of OT would justify a Council renewal of the Service Agreement for a further 3 years.
- The regional tourism restructure will impact on OT and Council would be well advised to consider a transitional one year Service Agreement with OT while the regional structure is settled.



## BACKGROUND

Otways Tourism Inc. (OT) was formed in April 2002 when Colac Otway Tourism, a Council Advisory Committee, changed its name to ensure a better reflection of the entire region. There were changes made to the internal structure of the committee and external structure of relationships to Sub Local Tourism Associations (LTAs) and OT became incorporated. These changes were designed to help ensure that the function, vision and direction of the tourism industry would be strategic and accountable, and that the organisations involved had influence and capacity.

Following Council discussions in 2005 regarding the level of Council support to the tourism industry and the role and status of OT, it was determined that there needed to be a review of the local industry to address these and other related issues. The 2005 to 2009 Council Plan included the key action "Undertake a review of Council funding of tourism activities" and funds to conduct the review were made available in the 2005/06 Council Budget.

In September 2005, Wine Food Tourism (WFT) Strategies Pty Ltd was engaged to conduct the Colac Otway Tourism Review. The terms of reference for this review were:

*"To contribute to a review of the tourism function of Council as per the 2005-09 draft Council Plan and that such a review would seek to significantly reduce the Shire's investment from Core Rates in Tourism.*

*The key objectives of this project were:*

1. *To undertake a review of Colac Otway Shire's tourism functions to ensure that its investment in tourism is expended appropriately having regard to tourism marketing, industry development, visitor services and product development. The review should specifically consider and analyse the*
  - *Adequacy of the current structure, roles and responsibilities of Council's tourism functions and the Otways Tourism (OT) Board*
  - *Nature and scope of current products and services offered by Council's tourism function and who benefits.*
  - *Determine industry awareness, expectations and perceptions of Council's role in tourism*
  - *Analyse alternative funding/structure models for tourism, with regard to successful relevant models elsewhere.*
  
2. *Evaluate the Return on Investment having regard to economic, social and environmental returns to both Council and industry and specifically:*
  - *Determine and evaluate private sector investment in tourism in Colac Otway Shire*
  - *Supported by Shire staff, provide relevant data to undertake the federal government Tourism Impact Model to determine economic impact of tourism on the local community and economy and Council investment and economic returns from tourism."*

The project was managed by a Steering Committee comprising representatives from the local tourism industry, Colac Otway Shire Councillors, Shire Officers, the Department of Sustainability and Environment (DSE) and independently chaired by Tourism Alliance Victoria (TAV).

The final report was received on the 7 February 2006 with recommendations under the following areas:

1. Colac Otway Shire            *1.1 Visitor Information Centres*  
                                         *1.2 Economic & Tourism Development*  
                                         *1.3 Tourism Funding Models*
2. Strategic Planning
3. Otways Tourism (Tourism Industry Engagement & Support)
4. Collateral
5. Community Engagement & Consultation

The final report included the following key points relevant to OT:

- The tourism industry is structured by the Australian and State Governments in such a manner as to make Local Government directly responsible for the marketing of local regions, the delivery of visitor services and the professional development of the local operators.
- Coupled with the winding down of hardwood forestry, and increasing pressures on other agricultural sectors, it is clear that the Shire will confront significant long term challenges to remain vibrant and economically robust. It is widely acknowledged that the tourism industry can provide a viable alternative.
- The critical issue for the Shire to note is the increasing awareness by Local Government agencies of tourism as a key generator of local employment and “new” money to the region. In this highly competitive environment reducing support for tourism could seriously jeopardise the long-term viability of tourism in the Colac Otway Shire.
- Generally OT is not seen to be delivering outcomes for the tourism industry and much of this can be linked to its fundamental lack of executive and administrative resources.

In May 2006 Council adopted the Tourism Review with key recommendations provided in an officer report attachment to the Review report entitled, ‘Response to Review prepared by Wine Food Tourism Strategies’ The following recommendations relate to OT:

*“1.2.2 That Council investigate funding models as part of its Rating Review with the long term goal of providing funding to OT so they can employ an Executive Officer and other appropriate resources to take on the roles of marketing, professional development , product development and other appropriate activities that support the development of the tourism industry.*

*1.2.3 That once appropriate funding models, resources and structures are in place for OT, Council agrees to withdraw from active involvement in major tourism functions such as marketing, professional and other product development.*

*1.2.4 That once OT is resourced, Council closely monitor its service agreement with OT to ensure maximum return for its investment.”*

To implement these recommendations Council conducted a Rating Review and as a result developed an Economic Development and Tourism Levy on all commercial and industrial properties throughout the Shire and a Rating Differential Category for holiday rental and bed and breakfast properties. The levy and ratings strategy has provided the funds to resource OT as recommended. Further discussion regarding the Rating Review and the option for the differential rate to also cover tourism industry organisation membership fees is discussed below in Other Issues – Membership.

It has been raised during the period of the Service Agreement by the Colac Otway Residents and Ratepayers Association (CORRA) that consideration could have been given to tendering the independent delivery of tourism development services in the Shire. It must be remembered that OT is (and its predecessor Colac Otway Tourism was) a membership based organisation with the status of a Community Advisory Committee and received funding from Council to achieve specific goals in its Strategic Plan.

There was no consideration of an alternative to maintaining the Colac Otway Shire/OT partnership in the delivery of tourism services and the development of the local tourism industry. There was and is no organisation within the Shire who has the capacity to take on the role and if one was to attempt to establish itself it would have to attract membership away from OT. It is unlikely that there would be a smooth transition and the problems of lack of cohesion in the local industry would have been greatly exacerbated.

The same problems would have occurred if an industry association from another Shire tendered to take control of our local industry. As well as this factor the Rules of Association of OT and the Service Agreement itself set out the parameters of a Local Tourism Association (LTA) and that is to provide services to members within the municipality. It is unlikely that other LTAs would have an ability to tender to deliver services outside their own municipal boundary.

A tender process is a significant time and resource allocation and is not entered into lightly. In this case it would not have served any purpose.

**RESPONSIBILITIES OF COLAC OTWAY SHIRE AND OTWAYS TOURISM INC.**

The Colac Otway Shire and OT Service Agreement sets out the responsibilities of each organisation in the provision of tourism industry and related services within the Colac Otway Shire.

**Areas of Responsibility Colac Otway Shire:**

■ Strategic & Business Planning

To develop a single strategic plan in conjunction with Otways Tourism Inc. and in consultation with Geelong Otway Tourism, outlining the tourism future for the Shire and ensuring a cohesive and integrated approach to regional tourism management.

■ Destination & Infrastructure Development

To continue to provide, maintain, improve and develop new infrastructure that supports the tourism industry needs (rubbish, township presentation, Visitor Information Centres, car parking, signage).

■ To actively encourage appropriate tourism development in the region and ensure the Council's Planning Scheme recognises tourism related developments/activities as being integral to the municipality's development.

■ Visitor Services

To service visitor information needs through the direct management and funding of the Colac and Great Ocean Road (Apollo Bay) Visitor Information Centres.

■ Partnerships

To continue to support the development and implementation of regional tourism strategies through continued involvement with Geelong Otway Tourism and Tourism Victoria.

**Areas of Responsibility Otways Tourism Inc.:**

■ Co-ordination & Representation

To lead the development of a successful and sustainable tourism industry for the region and engage in advocacy and partnerships consistent with these purposes.

■ Marketing

To undertake internal marketing initiatives and support external marketing programs in cooperation with Geelong Otway Tourism and Great Ocean Road Marketing with the view to encouraging increased visitor yield, numbers and length of stay.

■ Visitor Services

To coordinate, in conjunction with the Colac Otway Shire, the region's approach to achieve high quality visitor services and experiences for visitors.

■ Tourism Business Development

To encourage industry professionalism and engender a service culture.

■ Tourism Industry Development

To support the development of new tourism product and experiences enhancing the local region's competitive strength.



■ Partnerships

To effect communication and industry networks that foster the growth of tourism through a cooperative, professional regional approach.

(Attachment 2 Service Agreement between Colac Otway Shire and Otways Tourism Inc. Dec 2006)

The Service Agreement concludes on 30 June 2010 and the Agreement includes the following:

*"This Service Agreement lapses after 30 June 2010 and may be renewed or renegotiated by further agreement between the parties. Should either organisation wish to terminate the relationship written notice must be given eighteen months in advance of termination. Such notice will allow appropriate modifications to the business plan and budget process."*

An officer's report was presented to the August 2009 meeting of Council advising that a formal evaluation of the Service Agreement and the performance of OT should be conducted by the Economic Development Unit, to enable Council to make an informed decision on the options available.

On 26 August 2009 Council adopted the following recommendations:

***"MOVED Cr Lyn Russell seconded Cr Stuart Hart that Council:***

- 1. Notes that the existing agreement with Otways Tourism Inc. lapses on 30 June 2010.***
- 2. Resolves to implement a formal review of the agreement and the performance of Otways Tourism conducted by the Economic Development Unit.***
- 3. Any continuation of the existing agreement or funding of Otways Tourism beyond 30 June 2010 is dependent on Council's decision following the outcome of the review.***
- 4. Appoints Cr Lyn Russell and Cr Stephen Hart to the Review Steering Committee.***
- 5. Asks the Council Chief Executive Officer to write to Otways Tourism's Chief Executive Officer to inform him of this decision to particularly emphasise point 3 above."***



**PERFORMANCE ASSESSMENT**

The Colac Otway Shire Otways Tourism Inc Service Agreement 'Areas of Responsibility' are broad strategic statements that set out the collaborative relationship but divided responsibilities of both Colac Otway Shire and OT.

Action taken in the 'Areas of Responsibility' Colac Otway Shire are in summary as follows:

| <b>Colac Otway Shire</b><br><b>AREAS OF RESPONSIBILITY</b>                                                                                                                                                                                                                                                                                        | <b>ACHIEVEMENTS</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
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| <p><b>Strategic &amp; Business Planning</b><br/>To develop a single strategic plan in conjunction with Otways Tourism Inc. and in consultation with Geelong Otway Tourism, outlining the tourism future for the Shire and ensuring a cohesive and integrated approach to regional tourism management.</p>                                         | <p>Colac Otway Shire has worked through Council's representative on the OT Board and Manager Economic Development to assist in strategic planning:</p> <ul style="list-style-type: none"> <li>■ OT Strategic Plan 2006 – 2008</li> <li>■ OT Strategic Pan 2008 – 2010</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <p><b>Destination &amp; Infrastructure Development</b><br/>To continue to provide, maintain, improve and develop new infrastructure that supports the tourism industry needs (rubbish, township presentation, Visitor Information Centres, car parking, signage).</p> <p>To actively encourage appropriate tourism development in the region.</p> | <p>Council has maintained its financial and human resource commitment to provide, maintain, improve and develop new infrastructure that supports the tourism industry needs in</p> <ul style="list-style-type: none"> <li>■ Visitor Information Centres (VIC)s</li> <li>■ Township presentation</li> <li>■ Car parking</li> <li>■ Signage</li> <li>■ Waste management</li> </ul> <p>Since 2006 there have been a number of projects supporting this work:</p> <ul style="list-style-type: none"> <li>■ Apollo Bay Great Ocean Road Visitor Information Centre (GORVIC) redevelopment</li> <li>■ Colac 2010 redevelopment of Colac VIC</li> <li>■ Carlisle River and Beech Forrest new playgrounds</li> <li>■ Swan Marsh Hall upgraded</li> <li>■ Carlisle River and Cressy streetscape tree planting</li> <li>■ Forrest picnic facilities and shelter plus construction of the Tiger Rail Trail</li> <li>■ Gellibrand Recreation Reserve additional lighting</li> <li>■ Barwon Downs upgrade of Old School Grounds and construction of a history and visitor centre</li> <li>■ Birregurra Park upgrade</li> <li>■ Cressy, Glenaire, Weeaprounah, Cape Otway, Irrewarra, Warncoort locality signage Beech Forrest, Carlisle River, Gellibrand, Wye River interpretive tourism signage</li> </ul> |

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| <p>Ensure the Council's Planning Scheme recognises tourism related developments/activities as being integral to the municipality's development.</p>                                                    | <ul style="list-style-type: none"> <li>■ <i>"Opportunities for tourism are provided to contribute to the growth of the Shire.</i></li> <li>■ <i>Tourism growth will be managed sustainably and the environmental and landscape assets that attract tourists and new residents alike will be protected.</i></li> <li>■ <i>Limited opportunities will be provided for tourist related activities in the Apollo Bay hinterland and the Otways."</i></li> </ul> <p><b>Colac Otway Shire Planning Scheme 2007</b></p>                                                                                                                                                         |
| <p><b>Visitor Services</b><br/>To service visitor information needs through the direct management and funding of the Colac and Great Ocean Road (Apollo Bay) Visitor Information Centres (GORVIC).</p> | <p>Council has maintained its financial and human resource commitment to provide visitor information services through the Visitor Information Centres Colac and Apollo Bay.</p> <p>A major refurbishment was implemented at the Great Ocean Road Visitor Information Centre (GORVIC) Apollo Bay to better service visitor enquiries.</p> <p>A refurbishment of Colac VIC will be completed by the 30 June 2010.</p>                                                                                                                                                                                                                                                      |
| <p><b>Partnerships</b><br/>To continue to support the development and implementation of regional tourism strategies through continued involvement with Geelong Otway Tourism and Tourism Victoria.</p> | <p>Council has maintained its financial commitment to Geelong Otway Tourism (GOT) and continued Council representation on the GOT Board.</p> <p>Council has also maintained a close relationship with Tourism Victoria generally through the development of the Regional Tourism Strategy and specifically through the development of the Apollo Bay Harbour Precinct Master Plan.</p> <p>Council's Economic Development Unit has continued to promote Colac Otway Shire tourism issues and major projects in the Great South Coast and G21 Municipal Alliance forums.</p> <p>Colac Otway Shire is also a member of the tourism industry peak body Tourism Alliance.</p> |



The 'Areas of Responsibility' Otways Tourism Inc. statement underpins OT Strategic and Action Plans which provide measurable outcomes. (Attachment 3 OT Review Submission 31 Dec 2009).

OT has developed a structure for its Strategic Objectives that does not match the Service Agreement structure but still delivers on each area of prescribed responsibility. Action taken in the 'Areas of Responsibility' OT are in summary as follows:

| <b>Otways Tourism Inc</b>                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
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| <b>AREAS OF RESPONSIBILITY</b>                                                                                                                                                                                                                                             | <b>ACHIEVEMENTS</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <p><b>Co-ordination &amp; Representation</b><br/>To lead the development of a successful and sustainable tourism industry for the region and engage in advocacy and partnerships consistent with these purposes.</p>                                                       | <p>OT has appointed an Executive Officer and now independently manages the business of internal tourism marketing and development for Colac Otway Shire.</p> <p>OT has successfully negotiated a review of the Sub Local Tourism Association (LTA) Memorandum of Understanding and works actively with these organisations as well as individual business members.</p> <p>OT has been represented on the board of Great Ocean Road Marketing (GORM) and the GORM marketing Committee for the \$2.5m Great Ocean Walk campaign.</p> <p>OT is in regular liaison with Tourism Alliance Victoria's peak tourism industry body and has representation on the board of the Australian Regional Tourism Network.</p> <p>OT is also represented on the Great Ocean Road Marathon Committee and the Colac Otway Shire Festival and Events Funding Committee.</p> <p>OT is a member of GOT, attends GOT staff meetings and is in regular liaison regarding regional tourism marketing and development.</p> <p>OT advocates for local tourism through regular communication with Tourism Victoria, and Parks Victoria. It also advocates through regular liaison with Colac Otway Shire via annual reports to Council and regular meetings with Manager Economic Development.</p> |
| <p><b>Marketing</b><br/>To undertake internal marketing initiatives and support external marketing programs in cooperation with Geelong Otway Tourism and Great Ocean Road Marketing with the view to encouraging increased visitor yield, numbers and length of stay.</p> | <p>OT has completed a re branding exercise for the region – "Otways, Breathe Easy" which includes a range of products, marketing images and material for industry and Council use in Visitor Centres.</p> <p>OT produces media releases and is regularly featured in both printed and electronic media.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |



Evaluation Report Colac Otway Shire Otways Tourism Inc Service Agreement 2007 - 2010

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|                                                                                                                                                                                          | <p>OT partnered with Otway Business Inc. (OBI) to produce a series of TV commercials that were aired on Prime TV and are now featured in the Visitor Information Centres and available on 'You Tube'</p> <p>OT encourages increased visitor yield, numbers and length of stay through production of:</p> <ul style="list-style-type: none"> <li>■ Official Otways Touring map</li> <li>■ The Walks and Waterfalls map</li> <li>■ Otways Touring tear off quick info map</li> <li>■ Otways Trails series of guides</li> <li>■ The Official Otways/Surf Coast Visitors Guide in partnership with GOT and Surf Coast tourism</li> <li>■ Photography competition</li> </ul> <p>OT is currently undertaking collateral review to streamline visitor information, guides and maps.</p> |
| <p><b>Visitor Services</b><br/>To coordinate, in conjunction with the Colac Otway Shire, the regions approach to achieve high quality visitor services and experiences for visitors.</p> | <p>OT works actively with the Visitor Centre Coordinators to provide:</p> <ul style="list-style-type: none"> <li>■ Tourism collateral – maps, guides, information</li> <li>■ Video and still images for use in the Centres</li> <li>■ Assistance in promoting the V3 on line accommodation booking service with industry members</li> <li>■ “Otways, Breathe Easy” branding for the Centres, staff apparel and a range of tourism products for sale.</li> </ul>                                                                                                                                                                                                                                                                                                                  |
| <p><b>Tourism Business Development</b><br/>To encourage industry professionalism and engender a service culture.</p>                                                                     | <p>OT encourages industry professionalism and a service culture through:</p> <ul style="list-style-type: none"> <li>■ Industry training, development and networking opportunities</li> <li>■ Newsletters covering industry news and business development issues</li> <li>■ One on One business development advice</li> </ul> <p>OT partnered with Surf Coast Tourism on the development of an annual Regional Tourism Conference for industry development and networking.</p> <p>OT partnered with the Colac Turf Club on the successful proposal to bring the 2009 Melbourne Cup Tour to Apollo Bay and Colac.</p> <p>OT has initiated a scholarship program to assist in the development of young industry professionals.</p>                                                  |

|                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
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| <p><b>Tourism Industry Development</b><br/>To support the development of new tourism product and experiences enhancing the local region's competitive strength.</p>   | <p>OT encourages new product through:</p> <ul style="list-style-type: none"> <li>■ Letters of support for new product in the region to assist in funding grants</li> <li>■ One on One meetings with local tourism operators</li> <li>■ Assistance to tourism operators to leverage new business from regional events</li> <li>■ Support for new events to increase visitation</li> <li>■ Assistance to Parks Victoria in the development of the Great Ocean Walk</li> <li>■ Participation in the Apollo Bay Harbour Precinct Master Plan Enquiry by Design</li> <li>■ Advice and guidance to Colac Otway Shire to support the professional development of new tourism business opportunities</li> <li>■ Advice to prospective investors on opportunities and locations</li> </ul> <p>OT contributed \$20,000 to a combined Melbourne media marketing program with Surf Coast Tourism.</p>                                                                                                                                                                                                                                                                                         |
| <p><b>Partnerships</b><br/>To effect communication and industry networks that foster the growth of tourism through a cooperative, professional regional approach.</p> | <p>OT has successfully negotiated a review of the Sub Local Tourism Association (LTA) Memorandum of Understanding and works actively with these organisations as well as individual business members.</p> <p>OT has been represented on the board of Great Ocean Road Marketing (GORM) and the GORM marketing Committee for the \$2.5m Great Ocean Walk campaign.</p> <p>OT is in regular liaison with Tourism Alliance Victoria's peak tourism industry body and has representation on the board of the Australian Regional Tourism Network.</p> <p>OT is also represented on the Great Ocean Road Marathon Committee and the Colac Otway Shire Festival and Events Funding Committee.</p> <p>OT is a member of GOT, attends GOT staff meetings and is in regular liaison regarding regional tourism marketing and development.</p> <p>OT partnered with Otway Business Inc (OBI) to produce a series of TV commercials that were aired on Prime TV and are now featured in the Visitor Information Centres and available on 'You Tube'</p> <p>OT partnered with the Colac Turf Club on the successful proposal to bring the 2009 Melbourne Cup Tour to Apollo Bay and Colac</p> |

|  |                                                                                                                                                                                                                                                               |
|--|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | OT advocates for local tourism through OT regular communication with Tourism Victoria, and Parks Victoria. It also advocates through regular liaison with Colac Otway Shire annual reports to Council and regular meetings with Manager Economic Development. |
|--|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

These tables indicate that both Colac Otway Shire and OT have worked consistently and with purpose to support and develop the tourism industry in Colac Otway Shire.

The OT Review Submission lists Major Achievements as follows:

**4.1 Rebranding of Otways Tourism**

*Otways Tourism commissioned Great Southern Distribution Marketing to assist it with rebranding Otways Tourism. This process involved a substantial consultative process with members and board members to develop the new look and feel for the region.*

*Once the branding was finished a branding style guide was provided to members who were encouraged to use the branding to promote their business and at the same time build the awareness of the Otways Branding.*

*A set of three banners were produced for promotional use by Otways Tourism which included one corporate banner and two banners for marketing purposes.*

**4.2 Partnership Agreement with Sub LTA's**

*The Otways Tourism board felt that it was important to develop an understanding of the roles of OT and also the Sub LTA's and how it conducts its relationship. As part of the tourism review it was recommended that the finances that are returned to the Sub LTA's should be consolidated into Otways Tourism finances to ensure a collaborative approach to marketing in the region. This was one of the key points in the agreement for the Sub LTA's.*

*A consultative approach was taken with the Sub LTA's to ensure that the document was consistent and accepted by everyone and had buy in from the industry. This was achieved and signed off by the chairs of the Sub LTA's at the launch of the branding of Otways Tourism.*

*The agreement was reviewed after 12 months by all stakeholders and was once again signed off to coincide with the service and funding agreement with the Colac Otway Shire.*

**4.3 Brand Campaign with Surf Coast Tourism**

*As part of funding through Tourism Victoria and Great Ocean Road Marketing, Otways Tourism was offered the opportunity to invest \$20,000 into a media campaign that would result in a total spend on the campaign of \$175,000 in partnership with Surf Coast Tourism. The campaign was conducted in the Herald Sun and ran over 6 weeks.*

**4.4 Prime TV Commercial**

*Otways Tourism had developed a relationship with Otway Business Inc. through the organisation taking out advertising space in the Official Visitors Guide for the Otways, increasing the profile of Colac in the Guide.*

OBI indicated a desire to conduct a TV campaign into regional Victoria to increase the profile and awareness of Colac. In discussions with OBI, OT indicated it would be more advantageous to promote Colac as well as the attractions in the surrounding hinterland region to support their campaign. Otways Tourism took on a partnership role as this also had considerable advantages for the Otways.

The TV commercials were then downloaded onto 'You Tube' for additional coverage for people looking for vision on the Great Ocean Road, the Otways and Colac.

#### **4.5 Regional Tourism Conference**

With the assistance of funding from Tourism Victoria for the Otways, a regional tourism conference was initiated that would allow members to have access to quality tourism industry representatives to be updated on what is happening in the world of tourism at that time and what we can expect into the future. Guest speakers on the day included

- CEO of Tourism Victoria
- CEO Tourism Alliance
- General Manager – Destination & Product Marketing – Tourism Victoria
- Deputy General Manager – Parks Victoria

#### **4.6 Photography Competition**

The Otways Tourism board endorsed the initial concept of Otway Coast Tourism to conduct a regional photography competition in the Otways Region. The underlying theme behind the competition is to:

- Encourage visitors to the region in the shoulder and off peak periods of the year
- Increase the length of stay of visitors to the region
- Provide awareness of the diversity of product offering that we have in the region
- Increase the library of tourism images for Otways Tourism to use in a marketing sense

#### **4.7 Melbourne Cup Tour**

Otways Tourism was successful in its application to bring the Melbourne Cup Tour to the Otways Region. This privilege is only bestowed upon 35 towns across Australia and New Zealand every year.

The Cup visited the Great Ocean Road Visitor Information Centre and then went to Mercy Aged Care before being on display at Colac Otway Performing Arts Centre. The day concluded with a cocktail function at COPACC to launch the racing season for the Colac Turf Club.

#### **4.8 Scholarship Program**

Otways Tourism has initiated a scholarship program to reward students who are studying tourism in the Otways Region. The program is to encourage and support students to continue in the tourism industry and with the intent that we get to generate skilled employees in our region. (OT Review Submission Dec 2009)

The OT Review Submission provides further evidence of action planning and achievement against key performance indicators. The following tables are included from this report with appropriate comment from Council Officers.



**OT STRATEGIC & ACTION PLAN ASSESSMENT OF PERFORMANCE ACHIEVEMENTS  
AGAINST KPI'S:**

**Objective 1**

**To educate the membership and community on the value of tourism**

| Action                                                                                                                                                                                                                                               | KPI                                                                   | Outcome                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
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| Regular media releases to local media following board meetings and major events.                                                                                                                                                                     | Media Releases to be sent following each board meeting if appropriate | <p>OT has continually provided media releases on a variety of issues locally and in Geelong. They have been used by</p> <ul style="list-style-type: none"> <li>■ Colac Herald</li> <li>■ 3CS</li> <li>■ Corangamite Extra</li> <li>■ Geelong Advertiser</li> <li>■ Bellarine Echo</li> <li>■ ABC Ballarat</li> </ul> <p>The Executive Officer regularly provides comment for the local radio station on issues from bushfire threats to the lack of adequate communication in the Otways.</p> <p>(Attachment 3 OT Review Submission Appendix 4.1).</p> |
| <p><b>Comment:</b><br/>There have been many instances of positive media achieved by OT but it has been occasional rather than regular and has at times appeared to be reactive rather than pro active.</p>                                           |                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Continued development of human interest stories from the member base for inclusion into the quarterly newsletter and distribution to relevant agencies.                                                                                              | Stories distributed to relevant agencies for potential publication    | <p>The Otways Tourism Newsletter has been an excellent tool for stories of industry operators including:</p> <ul style="list-style-type: none"> <li>■ New members and new tourism product</li> <li>■ Major issues in the region</li> <li>■ Major events</li> <li>■ A profile on volunteers and welcomers from the Colac and the Great Ocean Road VICs</li> </ul> <p>(Attachment 3 OT Review Submission Appendix 4.4).</p>                                                                                                                              |
| <p><b>Comment:</b><br/>The OT Newsletter has been a professional and well received publication for the local tourism industry. The publication of human interest has been limited to the OT newsletter and not represented in other print media.</p> |                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Quarterly newsletter to members and non members.                                                                                                                                                                                                     | Quarterly                                                             | <p>Quarterly Distributed to</p> <ul style="list-style-type: none"> <li>■ All OT Members</li> <li>■ Non Members who have not renewed</li> <li>■ Local media outlets for collection.</li> <li>■ Tourism Victoria staff</li> <li>■ Geelong Otway Tourism</li> <li>■ Other stakeholders such as Parks Vic, Surf Coast Tourism</li> <li>■ Tourism Geelong and The Bellarine</li> </ul>                                                                                                                                                                      |

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| <p><b>Comment:</b><br/>The OT Newsletter has been a professional and well received publication. It has also been received by Council and Council Officers. Distribution to non members is limited to former members only however OT could consider wider distribution to encourage new membership.</p>                                                             |                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Information distributed to non members regarding events and other activities conducted by Otways Tourism. A non member fee to apply for attendance                                                                                                                                                                                                                 | As they occur                                                  | OT communicates with lapsed members to keep them informed of industry matters. Memberships lapse for various reasons. We have little engagement from this part of the industry                                                                                                                                                                                                                                                           |
| <p><b>Comment:</b><br/>Distribution to non members is limited to former members only however OT could consider wider distribution to encourage new membership.<br/><br/>This is a matter that could be discussed in the current membership Sub Committee of the OT Board.<br/><br/>There are other issues related to membership and these are discussed below.</p> |                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Conduct regular familiarisation tours including the involvement of Visitor Information Centre Staff                                                                                                                                                                                                                                                                | Annually                                                       | OT has been involved in a familiarisation tour in conjunction with Geelong Otway Tourism to bring the volunteers to our region.                                                                                                                                                                                                                                                                                                          |
| <p><b>Comment:</b><br/>There has been no regular activity in this regard and no involvement with the VICs who do regularly conduct industry familiarisation tours for Staff and Volunteers.</p>                                                                                                                                                                    |                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Distribution of Otways Tourism style guide to members to ensure branding of local product                                                                                                                                                                                                                                                                          | Completion                                                     | Otways Tourism developed a new brand at inception. A new style guide was designed and delivered to members which included Otways Tourism logo Details on which logo to use and how to apply.<br>A marketing execution of our logo with the tagline "Breathe Easy."<br>A logo designed for the major towns for operators to link their town with the brand, for example, "Visit Otways & Colac.                                           |
| <p><b>Comment:</b><br/>This has been a very successful project in branding OT and the regional tourism product.</p>                                                                                                                                                                                                                                                |                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Encourage operators to collect appropriate data on visitation to the region                                                                                                                                                                                                                                                                                        | Work with operators on how best to collect visitor information | OT has regularly communicated to operators to ensure they collect data to help them <ul style="list-style-type: none"> <li>■ Easily identify their target markets</li> <li>■ Identify trends in visitation to their business and the region</li> <li>■ Understand the market and what they should be planning for</li> <li>■ Developing an appropriate business plan</li> <li>■ Be more targeted with their marketing dollars</li> </ul> |

**Comment:**  
Communicated through email information bulletin, a newsletter segment, at workshops and an annual conference.  
There is no information provided on take up of this suggested strategy.

**Objective 2**

**Develop a strategy to promote the region as an environmentally sensitive region through sustainable industry practices**

**NOTE:**

Otways Tourism began research to develop a strategy, however, in conjunction with Geelong Otway Tourism, embarked on a broader program. Geelong Otway Tourism attracted funding through Australian Tourism. A "Green Team" was established with a vision to, "Implement a sustainability program that engages the entire Great Ocean Road"

| Action                                                                                                                                                                                                                                 | KPI                                                                     | Outcome                                                                                                                                                                                                                                                                            |
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| Calculate carbon footprint from tourism in the region.<br>E.g.: How did they get here, length of stay.                                                                                                                                 | Development of a Sub Committee to assist in the delivery of the project | A subcommittee was initially formed with five people. A number of meetings were held.<br>Once the GOT Green Team project commenced, workshops were conducted along the Great Ocean Road with two being held in Apollo Bay where other community groups also attended the sessions. |
| <b>Comment:</b><br>The project did not proceed as the GOT Green Team project took precedence and OT did not want two similar projects operating at the same time.                                                                      |                                                                         |                                                                                                                                                                                                                                                                                    |
| Calculate number of trees needed to offset carbon footprint. Obtain quotations from 2-3 qualified consultants in Marketing / PR to be engaged.                                                                                         | Quotation to be obtained                                                | A detailed quotation was obtained for approximately \$70,000 subsequently, EC3 Global was engaged by Geelong Otway Tourism.                                                                                                                                                        |
| <b>Comment:</b><br>The GOT project took precedence however the theme of measuring the tourism carbon footprint may be worth re visiting as a future project for OT.                                                                    |                                                                         |                                                                                                                                                                                                                                                                                    |
| Develop sponsorship strategy which includes direct tourism (\$ per tree) and corporate sponsorship.                                                                                                                                    | TBC                                                                     | Not Applicable                                                                                                                                                                                                                                                                     |
| <b>Comment:</b><br>While the OT project did not proceed, OT had some involvement in the GOT project and could have presented information on outcomes of the GOT project given that carbon footprint project was a strategic objective. |                                                                         |                                                                                                                                                                                                                                                                                    |
| Reporting – Executive Officer (EO) to report back to the Board monthly. EO to work with project team by e-mail and phone.                                                                                                              | Bi-Monthly reports in conjunction with report from sub committee        | Not Applicable                                                                                                                                                                                                                                                                     |

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| <b>Comment:</b><br>There was no reporting to the OT Board on the GOT Green Team Project by either the OT Executive Officer or the Councillor representative on the Board. |                               |                |
| Use qualified marketing / project / consultants to undertake the a carbon offsetting program for the region                                                               | Appointment of Sub Contractor | Not Applicable |
| <b>Comment:</b><br>No further action has been taken by OT on this matter.                                                                                                 |                               |                |

### Objective 3

#### Develop marketing campaign around our diverse natural assets and products

| Action                                                                                                                                                                                                         | KPI                                                               | Outcome                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
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| Use tagline "Breathe Easy" in marketing activities and promotional material                                                                                                                                    | Ongoing reinforcement to members                                  | The tagline has been used in all marketing applications TV Commercial campaigns performed in conjunction with Otway Business Inc.<br>Used in the Otways Trails brochure series Walks & Waterfalls tear off maps.                                                                                                                                                                                                                                                                                       |
| <b>Comment:</b><br>The "Breathe Easy" tag was developed to create a long term identifiable marketing point of difference for the Otways region and has been well accepted.<br>OT has delivered on this action. |                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Development of a media kit that to be issued to the appropriate authorities on request.                                                                                                                        | Completion of media kit                                           | Great Ocean Media developed a series of generic media releases. The releases covered:<br><ul style="list-style-type: none"> <li>■ Welcome to the Otways</li> <li>■ Adventure Tourism</li> <li>■ Otways Accommodation</li> <li>■ Otways Attractions</li> <li>■ Otways Escapes</li> <li>■ Otways Events</li> <li>■ Otways Food &amp; Wine</li> <li>■ Otways Nature</li> <li>■ Otways Tours</li> </ul>                                                                                                    |
| <b>Comment:</b><br>OT has delivered on this action.                                                                                                                                                            |                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Develop additional photography database through the engagement of a quality photographer familiar with the region.                                                                                             | Work with GOT / GORM on the development of a photography database | Good images are vital. Funds made available through Geelong Otway Tourism were used for a 2-3 days shoot in conjunction with Tourism Victoria. Otways Tourism held a Photography Competition. Objectives were:<br><ul style="list-style-type: none"> <li>■ To generate visitation to the region during off peak time</li> <li>■ To generate additional images for use in promotion / marketing</li> <li>■ To have a collection of images that we would be able to use to promote the region</li> </ul> |

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| <p><b>Comment:</b><br/>OT now has an extensive range of quality photography to support internal marketing.</p> <p>The Photographic competition was a particular success in stimulating off peak tourism and ongoing interest in the region for photographic enthusiasts.</p> <p>OT has delivered on this action.</p>                                                                                                                                                                                                                                                   |                                                                     |                                                                                                                                                                                                                                                                                                                                                                         |
| Continue the development and production of marketing collateral to promote the region such as Official Touring Map Walks & Waterfalls Tear off map                                                                                                                                                                                                                                                                                                                                                                                                                     | Annual completion of all collateral                                 | All promotional collateral has been produced annually.<br><br>The Collateral Review subcommittee works on best practice collateral.                                                                                                                                                                                                                                     |
| <p><b>Comment:</b><br/>One of the issues prior to the implementation of the Tourism Review and the independent funding of OT was that collateral was not being produced in a timely manner. This is still the case, e.g. the Otways Tourism A4 Tear Off Map was not produced in time for the 2009/2010 peak season.</p> <p>The reasons for this are, lack of communication between OT and the VICs and Printworks that held the templates went out of business.</p> <p>The Collateral Review subcommittee has not delivered any observable outcomes at this point.</p> |                                                                     |                                                                                                                                                                                                                                                                                                                                                                         |
| Ensure effective distribution of all marketing collateral to maximise exposure through visitor information centres in regional Victoria                                                                                                                                                                                                                                                                                                                                                                                                                                | Distribution of touring maps through the engagement of a contractor | Southern Brochure Distribution distributes the Touring maps to all locations.                                                                                                                                                                                                                                                                                           |
| <p><b>Comment:</b><br/>OT has delivered on this action.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                     |                                                                                                                                                                                                                                                                                                                                                                         |
| Production of promotional collateral such as environmentally friendly bags with Otways Tourism branding to be distributed at the Visitor Information Centres                                                                                                                                                                                                                                                                                                                                                                                                           | Bags being issued through the Visitor Information Centre            | This project has been delayed awaiting outcome of the Regional Tourism Action Plan (RTAP).                                                                                                                                                                                                                                                                              |
| <p><b>Comment:</b><br/>This project was recommended to the OT Board by the Coordinator of the Colac VIC in April 2009 and has not been delivered.<br/>The provision of branded OT bags for VIC use is a minor resource allocation for a simple use in the VICs and would not be affected by the Regional Tourism Action Plan.<br/>The VICs will exist and the need for these bags will be ongoing regardless of regional tourism policy initiatives or structural changes.</p>                                                                                         |                                                                     |                                                                                                                                                                                                                                                                                                                                                                         |
| Continue support and development of the Otways Trails concept                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Annual production of shells for trails to be printed on             | Otways Tourism has continued to produce the Otways Trails shells for print over and also provide the update PDFs online for operators to use in their own business. Otways Tourism has also taken on the responsibility of overprinting and folding. This practice was previously performed by the Visitor Information Centres. Cost and time factors were prohibitive. |



**Comment:**  
The practice of printing copies on VIC photocopiers and folding for distribution to tourists proved to be unproductive for the VICs. It was also apparent that many tourism operators picked up multiple copies for their use from the VICs rather than print their own. A better solution has been for OT to fully print enough copies for VIC and operator distribution.

**Objective 4**  
**Develop partnerships to increase visitation to the region**

| Action                                                                                                                                                                                                                                                                                                                                  | KPI                                                                         | Outcome                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
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| Identify 2 partners in Regional Victoria to develop cross promotional program                                                                                                                                                                                                                                                           | Agreement and development of partnership agreement                          | <p>This action has proven very difficult to undertake, as we are the internal marketer of our region.</p> <p>Otways Tourism engaged with Grampians Tourism in a "Mystery Shopper". This program included 4 people visiting the major town in each region</p> <ul style="list-style-type: none"> <li>■ Halls Gap - Grampians</li> <li>■ Apollo Bay – Otways</li> </ul> <p>They visited attractions in the town and reported on customer service, cooperation, information provided and effectiveness as a tourism destination.</p> <p>Both groups met to provide the feedback and discuss the outcomes. Tourism officers then visited the other region to present findings.</p> |
| <p><b>Comment:</b><br/>OT actively cooperates with Surf Coast Tourism on a number of projects including collateral and the Annual Regional Tourism Conference.</p> <p>The "Mystery Shopper" project was successful and could be repeated on an annual basis with other regions to contribute to industry service level development.</p> |                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Identify 1 partner in Melbourne to develop cross promotional program                                                                                                                                                                                                                                                                    | Agreement and development of partnership agreement                          | This action has proven very difficult to undertake, we are the Internal marketer of our region.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <p><b>Comment:</b><br/>The lack of success in this action and the one above indicates that the Action Strategies 1 and 2 in this section, were ill considered.</p> <p>It is worth pointing out that OT put some effort into exploring these options before concluding that success could not be achieved.</p>                           |                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Continue the close relationship with Colac Otway Shire to ensure maximum visitation benefits from existing events and new events                                                                                                                                                                                                        | Involvement in activities related to events in the Colac Otway Shire region | <p>Events assist in generating economic value, increasing visitation and overnight stays and raising our profile especially during off peak times.</p> <p>The OT Executive Officer worked closely with the Events Team to develop a strategy for funding Festivals &amp; Events.</p>                                                                                                                                                                                                                                                                                                                                                                                           |

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|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                 | <p>He sits on the committee to assess applications and recommendations that are made to council.</p> <p>OT works to provide:</p> <ul style="list-style-type: none"> <li>■ Links to Visit Otways website</li> <li>■ Provide information to organizers of accommodation providers</li> <li>■ Provide Visitors Guides and Touring Maps in competitor packs.</li> <li>■ Provide information at events</li> <li>■ Display banners / flags for promotion</li> <li>■ Promotion through our media network</li> <li>■ Promotion in our quarterly newsletter</li> </ul> |
| <p><b>Comment:</b><br/>This is a successful partnership. OT has delivered on this action.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Work with and support partners for the development of the shuttle bus along the coastal route                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | The development of the shuttle bus to assist operators along the Great Ocean Rd | <p>Otways Tourism worked with the Apollo Bay Chamber of Commerce and Tourism to ensure the Shuttle bus was able to operate in some capacity when resources were extremely limited.</p> <p>Following this the shuttle is now permanently funded to operate over the peak season.</p>                                                                                                                                                                                                                                                                           |
| <p><b>Comment:</b><br/>The information provided is not specific enough regarding efforts of OT to support the Shuttle Bus.</p> <p>There was an assumption made that the 2008/09 Shuttle Bus would be permanently supported by Department of Transport. This was not the case and was made clear to the Apollo Bay Chamber of Commerce and Tourism (ABCCT) on the provision of 2008/09 funding.</p> <p>The Apollo Bay Shuttle Bus is not operating in the 2009/10 peak season due to lack of local support through business operators and the ABCCT. As well as this the ABCCT did not apply for the \$4,000 set aside by Council to support the bus.</p> <p>There is no evidence of any involvement of OT in the shuttle bus issue.</p> |                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |

**Objective 5**

**To establish a series of networking and industry development events for members, non members and regional partners to attend**

| Action                                                                                                                                                                                 | KPI       | Outcome                                                                                                                                                                                                                                                                                                                                                                                                                |
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| All business and industry development events to be relevant to our region and to include guest speakers (if appropriate) with networking opportunities at the conclusion of all events | Quarterly | <p>We have conducted industry events for operators with the potential to impact on their business.</p> <p>The events / workshops inform operators of what is happening in the industry.</p> <p>Workshops have been conducted in</p> <ul style="list-style-type: none"> <li>■ Packaging</li> <li>■ Bushfire Awareness</li> <li>■ Website development</li> <li>■ Tourism Sustainability</li> <li>■ Networking</li> </ul> |

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| <p><b>Comment:</b><br/>OT has not delivered events quarterly as planned. Five events in two years is not adequate.</p> <p>Numbers of attendees has not been provided.</p>                                                                                     |                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Development of a partnership with Surf Coast for the operation of networking and business events to achieve efficiencies in operating these events                                                                                                            | Delivery of a training program of not more than 4 events per year.             | It was proving difficult to get members to attend workshops in alternate regions due to the time out of their business. This is more relevant in the Colac Otway region where there is a high level of owner / operators.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <p><b>Comment:</b><br/>This is a reasonable conclusion.</p> <p>OT and Surf Coast Tourism did however cooperate on the development of the Annual Regional Tourism Conference which has proved popular with operators in Colac Otway and Surf Coast Shires.</p> |                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Encouragement of Non Members to attend at a Non member rate to engage with member operators and become members in their own right                                                                                                                             | Communication with Non members highlighting industry development opportunities | For all events / workshops invitations are sent to non members with a non member rate for them to attend.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <p><b>Comment:</b><br/>While OT has fulfilled this objective to some degree, It appears from previous statements above that only former members are invited to these events, not all non members.</p>                                                         |                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Establish an annual event for all members to socialize and network with members from across the region                                                                                                                                                        | To ensure event is held annually                                               | <p>In 2008 Otways Tourism conducted a regional tourism conference for Otways &amp; Surf Coast members. Held at Otway Estate it attracted 100 delegates. It provided quality speakers including</p> <ul style="list-style-type: none"> <li>CEO Tourism Victoria</li> <li>CEO Tourism Alliance</li> <li>General Manager – Destination &amp; Product Marketing – Tourism Victoria</li> <li>Deputy General Manager – Parks Victoria</li> </ul> <p>Others spoke on</p> <ul style="list-style-type: none"> <li>Website Development</li> <li>Marketing</li> </ul> <p>The highlight of the conference was the Key Note Speaker, John Anderson founder of Contiki.</p> <p>Due to the conferences success it was expanded to, Bellarine and Tourism Geelong. In 2009 there were 150 delegates.<br/>(Attachment 3 OT Review Submission Appendix 4.34).</p> |
| <p><b>Comment:</b><br/>The Annual Regional Tourism Conference which has proved popular with operators in Colac Otway and Surf Coast Shires.<br/>OT has delivered on this action.</p>                                                                          |                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |



**Objective 6**

**Maintain strong relationships with local government, tourism agencies and other stakeholders**

| Action                                                                                                                                                                                                                   | KPI                                                                       | Outcome                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
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| Develop a communications strategy to communicate the activities of Otways Tourism                                                                                                                                        | A fully completed document that is included in the Partnership Agreement. | Otways Tourism committed to communicating with members <ul style="list-style-type: none"> <li>■ Distribution of minutes from all board meetings</li> <li>■ Regular memo &amp; updates on issues affecting Otways Tourism and the tourism industry in general</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Comment:</b><br>OT has delivered on this action.                                                                                                                                                                      |                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Maintain relationships with Colac Otway Shire and other external stakeholders such as Parks Victoria, Geelong Otway Tourism and other neighbouring Local Tourism Associations through regular communication and meetings | Attend meetings and industry events as required                           | Regular meetings are held with: <ul style="list-style-type: none"> <li>■ Colac Otway Shire –to discuss our progress against the strategic plan and annual plan</li> <li>■ Parks Victoria –annual forums held for the Great Ocean Walk Marketing partnership program.</li> <li>■ Parks Victoria – A member of the tactical marketing committee for the Great Ocean Walk with Geelong Otway Tourism &amp; Tourism Victoria</li> <li>■ Attended regional staff meetings at Geelong Otway Tourism, which</li> <li>■ involves 4 local tourism associations from the region</li> <li>■ We hold discussions with Surf Coast Tourism on matters of mutual interests and to explore opportunities for cooperative activities.</li> </ul> |
| <b>Comment:</b><br>OT has delivered on this action.                                                                                                                                                                      |                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Liaise with stakeholders regarding plans / requirements for infrastructure development                                                                                                                                   | Attend and facilitate meetings as required                                | Regular communication with industry representatives involved, such as <ul style="list-style-type: none"> <li>■ Colac Otway Shire</li> <li>■ Geelong Otway Tourism</li> <li>■ Tourism Victoria</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>Comment:</b><br>OT has been involved in discussions with the Economic Development Unit on infrastructure projects for small township development and the Apollo Bay Harbour Precinct Master Plan development.         |                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Liaise with stakeholders to support continued growth in tourist visitation                                                                                                                                               | Attend and facilitate meetings as required                                | Regular communication with industry representatives involved, such as <ul style="list-style-type: none"> <li>■ Colac Otway Shire</li> <li>■ Geelong Otway Tourism</li> <li>■ Tourism Victoria</li> <li>■ Tourism Alliance</li> <li>■ Great Ocean Road Marketing</li> <li>■ Great Southern Touring Route</li> <li>■ Other local tourism associations</li> </ul>                                                                                                                                                                                                                                                                                                                                                                  |

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| <p><b>Comment:</b><br/>OT reports meetings held which fulfils agreement but it would have been beneficial for the purposes of the evaluation to know if OT had any involvement in strategic or action planning with these organisations that would make a difference to regional tourism.<br/>GOT, the Regional Tourism Association, has the responsibility for visitation numbers.</p> |                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Liaise with stakeholders for the continued support and development of our attractions and natural environment                                                                                                                                                                                                                                                                           | Attend and facilitate meetings as required | Regular communication with industry representatives involved, such as<br><ul style="list-style-type: none"> <li>■ Colac Otway Shire</li> <li>■ Parks Victoria</li> <li>■ Tourism Victoria</li> <li>■ Sub Local Tourism Association.</li> </ul>                                                                                                                                                                                                                                                         |
| <p><b>Comment:</b><br/>OT has delivered on this action however development of our attractions and natural environment is the responsibility of State and Local Government.</p>                                                                                                                                                                                                          |                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Memberships of appropriate organisations that are relevant to Otways Tourism                                                                                                                                                                                                                                                                                                            | Paid up memberships                        | Otways Tourism is a member of the following organizations<br><ul style="list-style-type: none"> <li>■ Tourism Alliance</li> <li>■ Australian Regional Tourism Network</li> <li>■ G21</li> <li>■ Otway Business Inc</li> </ul>                                                                                                                                                                                                                                                                          |
| <p><b>Comment:</b><br/>OT has delivered on this action.</p>                                                                                                                                                                                                                                                                                                                             |                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Attendance at industry conferences to be up to date with industry knowledge                                                                                                                                                                                                                                                                                                             | Attendance at events                       | The Executive Officer has attended conferences organized by<br><ul style="list-style-type: none"> <li>■ Tourism Alliance – Victorian Tourism Industry Conference,</li> <li>■ Tourism Alliance – Victorian Adventure &amp; Nature Based Conference</li> <li>■ Australian Regional Tourism Network – Australian Regional Tourism Conference held in locations around regional Australia. The last 2 were in Barossa Valley and Alice Springs. The 2010 conference will be in the Yarra Valley</li> </ul> |
| <p><b>Comment:</b><br/>OT has delivered on this action</p>                                                                                                                                                                                                                                                                                                                              |                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |

The following 'Outcomes Delivery Framework' for the OT Strategic and Action Plan Outcomes table above indicates that OT has achieved or partially achieved 85% of its goals.

| Outcomes Delivery   | Number | %  |
|---------------------|--------|----|
| Delivered           | 16     | 49 |
| Partially Delivered | 12     | 36 |
| Not Delivered       | 5      | 15 |
| Unclear             | 0      | 0  |

**OT ANNUAL PROJECTS PLAN 2008/2009**

(Attachment 3 OT Review Submission Appendix 2).

**Tourism Business Development**

| <b>Project</b>                                                                                                                                  | <b>Timeline</b>                             | <b>Outcome</b>                                                                                                                                                                                                                                                                        |
|-------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Annual training Schedule<br>To develop a set of training/industry development sessions for members                                              | To host no more than 4 sessions in one year | These workshops were held on:<br><ul style="list-style-type: none"> <li>■ Packaging</li> <li>■ Online Marketing</li> </ul> The annual conference included a full day of information for operators                                                                                     |
| <b>Comment:</b><br>OT has delivered on this action                                                                                              |                                             |                                                                                                                                                                                                                                                                                       |
| Industry familiarisation<br>To conduct 2 industry familiarisation tours within the region for operators and VIC staff                           | Bi Annually                                 | Otways Tourism worked with Otway Hinterland Tourism Association to conduct a familiarisation tour visiting approx 12 businesses, concluding with networking session Otways Tourism also worked with GOT in assisting VIC staff to have a familiarisation tour into the Otways Region. |
| <b>Comment:</b><br>This indicates a limited commitment to familiarisation tours over the past three years.                                      |                                             |                                                                                                                                                                                                                                                                                       |
| Otways Touring Map<br>To produce a touring map on the Otways<br>No of Copies: 80,000                                                            | March 2009                                  | Map produced and released to the market in February 2009                                                                                                                                                                                                                              |
| <b>Comment:</b><br>OT has delivered on this action                                                                                              |                                             |                                                                                                                                                                                                                                                                                       |
| Walks & Waterfalls<br>Produce a flyer that profiles all the walks and waterfalls we have in our region along with a map<br>No of Copies: 35,000 | Dec 2008                                    | An additional 10,000 were produced in March 2009 to meet demand and provide extra copies for operators who have mini information centres                                                                                                                                              |
| <b>Comment:</b><br>OT has delivered on this action                                                                                              |                                             |                                                                                                                                                                                                                                                                                       |
| Tear off Map<br>Produce a tear off map for easy navigation for visitors<br>No of Copies: 100,000                                                | March 2009                                  | The tear off map was produced and released in April 2009, with print run of only 50,000 copies to ensure it remains relevant.                                                                                                                                                         |
| <b>Comment:</b><br>Stocks of this map have not been replenished for the 2009/10 peak season in the VICs.                                        |                                             |                                                                                                                                                                                                                                                                                       |
| Otways Trails Templates<br>To produce the templates for printing over by Visitor Information Centres<br>No of Copies: 25,000                    | April 2009                                  | The templates were printed & overprinted & delivered to VICs                                                                                                                                                                                                                          |



|                                                                                                                                              |          |                                                                   |
|----------------------------------------------------------------------------------------------------------------------------------------------|----------|-------------------------------------------------------------------|
| <b>Comment:</b><br>OT has delivered on this action                                                                                           |          |                                                                   |
| Official Visitors Guide<br>To assist Geelong Otways<br>Tourism in the production of<br>the Surf Coast / Otways guide<br>No of Copies: 80,000 | Nov 2008 | The Surf Coast /Otways visitors guide<br>was released in Dec 2008 |
| <b>Comment:</b><br>OT has delivered on this action                                                                                           |          |                                                                   |

### Member Projects

| Project                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Timeline     | Outcome                                                                                                                                                                                                                                                    |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Environment Protection &<br>Carbon Offset Program A<br>campaign that will aim to<br>protect the precious<br>environment we have in the<br>Otways                                                                                                                                                                                                                                                                                                                                                                                                                   | June 2009    | This project is still ongoing due to the<br>amount of time that the Photography<br>competition required from the admin<br>officer.<br><br>A considerable amount of background<br>work has been completed and is requiring<br>compilation and distribution. |
| <b>Comment:</b><br>The OT Executive Officer was involved in the GOT "Green Team" See above.<br><br>The OT project was reduced to the provision of a guide on where businesses can start which might<br>then lead them to further develop their environmental footprint. Despite the strategy being reduced to<br>a minimal effort with a low expectation of engagement, the project was not delivered in 2008/09.<br><br>In the 2009/10 Action Plan this project is listed as "Sustainable Tourism Program" and notes the<br>provision of a "tool kit". See below. |              |                                                                                                                                                                                                                                                            |
| Gumboots & Pearls<br>To support Otway Scenic<br>Circle Association in its efforts<br>to stage Gumboots & Pearls at<br>Melba Gully.                                                                                                                                                                                                                                                                                                                                                                                                                                 | October 2008 | Otways Tourism support Gumboots<br>and Pearls with \$5,000 in sponsorship for<br>this unique event.                                                                                                                                                        |
| <b>Comment:</b><br>OT has delivered on this action                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |              |                                                                                                                                                                                                                                                            |
| Gellibrand – Arts & Craft<br>Cultural Hub<br>To restore Gellibrand as an<br>Arts & Craft cultural hub in the<br>Otways.                                                                                                                                                                                                                                                                                                                                                                                                                                            | June 2009    | This project has not progressed due to<br>lack of engagement from operators in the<br>hinterland region.<br><br>To develop this further requires a feasibility<br>study.                                                                                   |
| <b>Comment:</b><br>Lack of engagement indicates the industry does not support the project.<br>A stronger show of support would be needed to support the allocation of resources to a feasibility<br>study.                                                                                                                                                                                                                                                                                                                                                         |              |                                                                                                                                                                                                                                                            |
| Develop the Otways Region<br>for the "Experience Seeker".<br>To assist industry in<br>developing Otways Tourism<br>members product or new<br>product to cater for the<br>"Experience Seeker" market                                                                                                                                                                                                                                                                                                                                                                | June 2009    | Otways Tourism continues to work with<br>operators in developing new business or<br>adding to their product. This support may<br>be verbal advice, or letters of support for<br>funding from local, state and federal<br>governments.                      |

|                                                                                                                                                                                                             |                  |                                                                                                                                                                                                                                                                                                                                                                                    |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Comment:</b><br/>OT delivers on this action to members. New business operators receive limited assistance until they join OT.</p> <p>This is a limiting factor in the development of new product.</p> |                  |                                                                                                                                                                                                                                                                                                                                                                                    |
| <p>Otways Trails &amp; Touring Loops<br/>To continue to develop the Otways Trails collateral increasing the number of trails from Sub LTAs and developing new touring loops into the program</p>            | <p>June 2009</p> | <p>Encouragement of Sub LTAs to continue to develop additional trails has led to the Forrest History Walk.<br/>The touring loops will be incorporated into the on-line Otway Holiday Planner.</p>                                                                                                                                                                                  |
| <p><b>Comment:</b><br/>OT has delivered on this action</p>                                                                                                                                                  |                  |                                                                                                                                                                                                                                                                                                                                                                                    |
| <p>Photographic Competition<br/>To develop a photography competition within the Otways with each Sub Association to hold one.</p>                                                                           | <p>June 2009</p> | <p>A subcommittee will coordinate the Otways in Focus competition in October 2010.</p> <p>It was extremely successful and a subsequent strategy to promote the images and the Otways in process</p>                                                                                                                                                                                |
| <p><b>Comment:</b><br/>A resource heavy commitment that must be balanced against capacity and other priorities in future years.<br/>OT has delivered on this action</p>                                     |                  |                                                                                                                                                                                                                                                                                                                                                                                    |
| <p>Apollo Bay – Health &amp; Wellbeing Centre.<br/>To continue to push for the development of Apollo Bay as a centre for Health &amp; Wellbeing</p>                                                         | <p>Ongoing</p>   | <p>Otways Tourism was involved in the Enquiry by Design for the Apollo Bay Harbour Development which identified an opportunity to develop a Health &amp; Wellbeing Centre through presentations from the OT and ABCCT Chair. The subsequent design indicated that the hotel development would be for a Health and Wellness retreat.</p> <p>Development discussions are ongoing</p> |
| <p><b>Comment:</b><br/>OT has delivered on this action in terms of involvement in the Enquiry but Design but has had no ongoing involvement.</p>                                                            |                  |                                                                                                                                                                                                                                                                                                                                                                                    |
| <p>Trans Otway Waterfall Walk<br/>To continue to advocate to stakeholders for the development of the Trans Otway Waterfall Walk (TOWW) from Lorne to Apollo Bay</p>                                         | <p>Ongoing</p>   | <p>Otways Tourism continues to promote the value of the development of such a walk.</p> <p>Presentations to the South West Trails strategy.</p> <p>Parks Victoria Management Plans for the Otways include our desire for the TOWW to be included &amp; developed</p>                                                                                                               |
| <p><b>Comment:</b><br/>OT has delivered on this action.</p>                                                                                                                                                 |                  |                                                                                                                                                                                                                                                                                                                                                                                    |

**Public Relations**

| Project                                                                                                                                                                         | Timeline     | Outcome                                                                                                                                                                             |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Quarterly Newsletter<br>To produce a quarterly newsletter to be distributed to members and through the Visitor Information Centres<br>No of Copies: 250                         | Quarterly    | Newsletters have been produced featuring stories on Otways Tourism members and other subject matter.<br><br>The newsletter is also distributed via the Visitor Information Centres. |
| <b>Comment:</b><br>OT has delivered on this action                                                                                                                              |              |                                                                                                                                                                                     |
| Annual Report<br>To produce an Annual Report both electronically and in hard copy for distribution to members<br>No of Copies: 250                                              | October 2008 | Annual Report was produced and distributed to members in October 2008                                                                                                               |
| <b>Comment:</b><br>OT has delivered on this action                                                                                                                              |              |                                                                                                                                                                                     |
| PR & Communication Strategy<br>To produce a series of media releases on product in our region to also combine to compile a media kit for distribution to appropriate media.     | Dec 2008     | Media releases were finalised in 2009. Otways Tourism has a set that can be provided to media requesting information.                                                               |
| <b>Comment:</b><br>OT has delivered on this action however a more regular and higher number of published media articles would be beneficial to local industry confidence in OT. |              |                                                                                                                                                                                     |

The following 'Outcomes Delivery Framework' for the OT Annual Projects Plan 2008/2009 table above indicates that OT has achieved or partially achieved 89% of its goals.

| Outcomes Delivery   | Number | %  |
|---------------------|--------|----|
| Delivered           | 11     | 62 |
| Partially Delivered | 5      | 27 |
| Not Delivered       | 2      | 11 |
| Unclear             | 0      | 0  |

**OT ANNUAL PROJECTS PLAN 2009/2010**

(Attachment 3 OT Review Submission Appendix 3).

**Tourism Business Development**

| Project                                                                                                                                                                                                   | Timeline                                                  | Outcome                                                                                                                                                                                                                                                                                                                                                                                                                      |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Annual training Schedule<br>To develop a set of training/industry development sessions for members                                                                                                        | To host no more than 3 sessions in one year               | The annual conference has been held this year in with the other GOT regions, offering a full day of speakers on tourism issues.<br><br>A second workshop has been held on Bushfire ready with speakers from<br>CFA<br>DSE<br>Tourism Vic<br><br>There will be a third workshop in the new year:<br><b>TOURISM EXCELLENCE</b><br>As part of the Tourism Excellence program a tourism audit will be made available to members. |
| <b>Comment:</b><br>If third workshop held OT will deliver on this action.                                                                                                                                 |                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Industry familiarisation<br>To include:<br>Member mentoring program<br>Speed 'Dating' Event<br>Annual Dinner                                                                                              | At appropriate times of the year according to visitation. | Contact will be made with new members to determine if they would like a mentor.<br><br>The "speed dating" event and annual dinner are set down for the new year.                                                                                                                                                                                                                                                             |
| <b>Comment:</b><br>This indicates a more mature understanding of membership need for industry participation in knowledge building about local product.<br>If all goals met OT will deliver on this action |                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                              |

**Marketing/Visitor Services**

| Project                                                                                                                                                    | Timeline      | Outcome                                                                                              |
|------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|------------------------------------------------------------------------------------------------------|
| Otways Touring Map<br>To produce a touring map on the Otways<br>No of Copies: 80,000                                                                       | November 2009 | The map is currently in production with expected release on Jan 2010.                                |
| <b>Comment:</b><br>The deadline for this map should have been earlier than November.<br>Even if completed in January, OT has not delivered on this action. |               |                                                                                                      |
| Walks & Waterfalls<br>Produce a flyer that profiles all the walks and waterfalls we have in our region along with a map<br>No of Copies: 45,000            | Jan 2010      | The Walks & Waterfalls is in the process of reproduction. Its expected release date is January 2010. |

|                                                                                                                              |            |                                                                                                                                                                           |
|------------------------------------------------------------------------------------------------------------------------------|------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Comment:</b><br>If released in Jan 2010, OT will have delivered on this action.                                           |            |                                                                                                                                                                           |
| Tear off Map<br>Produce a tear off map for easy navigation for visitors<br>No of Copies: 100,000                             | June 2010  | Depending on demand this production could fall into the next financial year.                                                                                              |
| <b>Comment:</b><br>As an action in the 2009/10 year the production and distribution should happen prior to 30 June 2010.     |            |                                                                                                                                                                           |
| Otways Trails Templates<br>To produce the templates for printing over by Visitor Information Centres<br>No of Copies: 25,000 | April 2009 | The trails templates have been printed. In discussions with the COS, OT has also had all the trails printed over and folded to reduce the impact on resources of the COS. |
| <b>Comment:</b><br>OT has delivered on this action.                                                                          |            |                                                                                                                                                                           |

### Otways Tourism Projects

| Project                                                                                                                                                                                                                                                                                                                                                                                                                                 | Timeline            | Outcome                                                                                                                                                                                                                                                                                                                                                                   |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Sustainable Tourism Program<br>A program that aims to provide a tool kit that will assist them in developing a more sustainable tourism business.                                                                                                                                                                                                                                                                                       | January 2010        | This program is still a work in progress and hoped to be finalised in January 2010.                                                                                                                                                                                                                                                                                       |
| <b>Comment:</b><br>Given that there has been no preliminary report or discussion with the OT Board on this project prior to January 2010, it is unlikely that it will be delivered by January 2010.                                                                                                                                                                                                                                     |                     |                                                                                                                                                                                                                                                                                                                                                                           |
| Otways Tourism Collateral<br>To continue the review and development of Otways Tourism collateral.                                                                                                                                                                                                                                                                                                                                       | March 2010          | Otways Tourism has concluded that it would like to have its own Official Visitors Guide so we can develop and control the look, feel and content of it.<br>This decision requires understanding of the total costs of producing such a publication. Due to our current review and no guarantee of continuity this project is on hold until such time that we can progress |
| <b>Comment:</b><br>As a member based organisation and receiving its major funding from Council OT is obliged to complete the development process regardless of the uncertainty of future funding. If an Otways Official Visitors Guide is a priority of OT members it is likely that they will still want it whether or not OT has its service agreement renewed or not and Council will be expected to pursue production of the Guide. |                     |                                                                                                                                                                                                                                                                                                                                                                           |
| Photographic Competition<br>To continue the photography competition within the Otways.                                                                                                                                                                                                                                                                                                                                                  | Oct 2009 - Oct 2010 | The photography competition has again been confirmed as one of OT's projects for 2010.                                                                                                                                                                                                                                                                                    |





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|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Comment:</b><br/>This has been a very successful project but did require a heavy investment in coordination and administration.</p> <p>It can only be assumed that weaknesses in delivery in other areas are an outcome of this prioritisation of resources.</p>                                                                                                                                                                                                                                                                                                                                    |                                |                                                                                                                                                                                                                                        |
| <p>Apollo Bay – Health &amp; Wellbeing Centre<br/>To continue to push for the development of Apollo Bay as a centre for Health &amp; Wellbeing</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <p>Ongoing</p>                 | <p>Otways Tourism will continue to push for the development of a Health &amp; Wellbeing Centre in Apollo Bay as part of the Harbour Development.</p>                                                                                   |
| <p><b>Comment:</b><br/>OT supported this initiative through the Apollo Bay Harbour Master Precinct Plan Enquiry by Design process.</p> <p>OT will continue to advocate for the health and well being theme in development for Apollo Bay.</p>                                                                                                                                                                                                                                                                                                                                                             |                                |                                                                                                                                                                                                                                        |
| <p>Trans Otway Waterfall Walk<br/>To continue to advocate to stakeholders for the development of the Trans Otway Waterfall Walk (TOWW) from Lorne to Apollo Bay</p>                                                                                                                                                                                                                                                                                                                                                                                                                                       | <p>Ongoing</p>                 | <p>Otways Tourism is also continuing to work with the Otway Ranges Walking Association to advocate for a Trans Otway Waterfall</p>                                                                                                     |
| <p><b>Comment:</b><br/>OT advocated for the TOWW in:</p> <ul style="list-style-type: none"> <li>■ A submission to Parks Victoria in response to its Draft Management Plans for the Great Otway National Park.</li> <li>■ A submission to include the TOWW as a major trail in the Great South West Trails Strategy</li> </ul> <p>OT lobbied in one on one meetings with Parks Vic staff and through Parks Vic workshops. OT also attended Great South West trails Strategy consultation forums.</p> <p>The lobbying has resulted in stakeholder discussions on raising funds for a feasibility study.</p> |                                |                                                                                                                                                                                                                                        |
| <p>Online Trip Planner<br/>To develop an online trip planner that will provide more information on the Otways Region.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <p>June 2010</p>               | <p>Treetops Consulting is currently working on the first stage of the online trip planner for Otways Tourism.<br/>This project will benefit all operators in the region and will ultimately be completed in 3 stages.</p>              |
| <p><b>Comment:</b><br/>If stage 1 is completed by June 2010 then the outcome will have been achieved.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                |                                                                                                                                                                                                                                        |
| <p>Melbourne Cup Tour<br/>To increase the profile of the Otways Region and contribute to community activity</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <p>Sept 2009<br/>Completed</p> | <p>The Melbourne Cup Tour to the Otways was a very successful event in September visiting:</p> <ul style="list-style-type: none"> <li>■ GORVIC</li> <li>■ COPACC</li> <li>■ Colac Primary School</li> <li>■ Mercy Aged Care</li> </ul> |
| <p><b>Comment:</b><br/>OT has delivered on this action.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                |                                                                                                                                                                                                                                        |



|                                                                                                                                                                                |                        |                                                                                                                                                                                                                                                                                                                                                                              |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Otways Tourism Car Branding<br>To promote the Otways through the branding of Organisation car.                                                                                 | July 2009<br>Completed | To assist in marketing and branding. The company car has Otways branding.                                                                                                                                                                                                                                                                                                    |
| <b>Comment:</b><br>While this is an operational task of minor significance, OT has delivered on this action.                                                                   |                        |                                                                                                                                                                                                                                                                                                                                                                              |
| Great Ocean Road Marathon<br>To support local events that brings international and domestic recognition to the Otways Region.                                                  | May 2010               | Otways Tourism continues to support iconic local events that bring visitors to the region and generate economic benefits for the community. This event continues to grow in size of competitors. It is now entering its 5th year.                                                                                                                                            |
| <b>Comment:</b><br>OT has delivered on this action, through funding support of the Marathon.                                                                                   |                        |                                                                                                                                                                                                                                                                                                                                                                              |
| Great Victorian Bike Ride<br>To support external events that have significant opportunities for local tourism operators and brings economic benefits to the broader community. | December 2009          | In partnership with Colac Otway Shire Otways Tourism contributed \$8,000 in sponsorship to ensure that Apollo Bay was utilized as a rest day. This ensures economic benefits to the local community and other organisations.<br>Otways Tourism also assisted in operating shuttles to the Otway Fly and Cape Otway Lightstation and a tour to Otway Estate Winery & Brewery. |
| <b>Comment:</b><br>OT has delivered on this action.                                                                                                                            |                        |                                                                                                                                                                                                                                                                                                                                                                              |

### Member Projects

| Project                                                                                                                                                                                                                                                                            | Timeline     | Outcome                                                                                                                                                                                                                     |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Gumboots & Pearls<br>To support Otway Scenic Circle Association in its efforts to stage Gumboots & Pearls at Melba Gully.                                                                                                                                                          | October 2010 | Otway Scenic Circle Association has contractual challenges with previous organisers of the event and hence did not run this event in 2009.<br>Otways Tourism has given a commitment to supporting the event in the future.  |
| <b>Comment:</b><br>This has been a very successful event and when contractual issues are sorted will be revived. OT has not been able to financially support within 2009/10 but if continued funding support from Council will financially support in 2010/11.                     |              |                                                                                                                                                                                                                             |
| Otway Harvest Trail<br>To support the Otway Harvest trail with funding to continue the marketing and strategic planning for this project.                                                                                                                                          | Dec 09       | Operators in the hinterland region have banded together with members from Surf Coast Tourism to develop the Otway Harvest Trail which is based around fresh local produce including food, wine and accommodation providers. |
| <b>Comment:</b><br>Otways Tourism in conjunction with Otway Hinterland Tourism Association has committed \$5,000 in funding towards the development of the Harvest Trail. This will include activities such as marketing collateral, development of a strategic plan, website etc. |              |                                                                                                                                                                                                                             |

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|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Gellibrand – Arts &amp; Craft Cultural Hub<br/>To restore Gellibrand as an Arts &amp; Craft cultural hub in the Otways.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <p>June 2009</p>   | <p>This project has continued to stall and it would appear unlikely to continue. Like all of these projects they require local enthusiasm and someone to drive them. This project needs to be reviewed.</p>                                                                                                                                          |
| <p><b>Comment:</b><br/>It was reported in the previous year Annual Projects Plan report that:<br/><i>“This project has not progressed due to lack of engagement from operators in the hinterland region. To develop this further requires a feasibility study.”</i></p> <p>The appropriate action in 2009/2010 would be to defer the project and not include it as an action or seek further stakeholder involvement and conduct the feasibility study.</p> <p>There is no evidence of any action against this action strategy in 2009/10. OT has not delivered on this action.</p> |                    |                                                                                                                                                                                                                                                                                                                                                      |
| <p>Develop the Otways Region for “Experience Seeker”<br/>To assist industry in developing Otways Tourism members product or new product to cater for the “Experience Seeker” market.</p>                                                                                                                                                                                                                                                                                                                                                                                            | <p>Ongoing</p>     | <p>This is always going to be an ongoing project as it forms part of our core responsibilities in assisting to develop tourism product in our region. The “Experience Seeker” is a unique market that is predominantly International and requires special needs and understanding which has been provided to operators in the region previously.</p> |
| <p><b>Comment:</b><br/>OT Executive Officer was involved in the development of the branding of our region for this strategy to ensure that our product in the region was adequately represented.</p> <p>Information about additional marketing opportunities has been communicated to OT members but no action is provided to evidence activity that supports product development.</p>                                                                                                                                                                                              |                    |                                                                                                                                                                                                                                                                                                                                                      |
| <p>Otways Full Day Conference / Annual Dinner<br/>To develop a relevant one day conference for Otways Tourism members with appropriate content and to be followed by the Annual Dinner.</p>                                                                                                                                                                                                                                                                                                                                                                                         | <p>May 2010</p>    | <p>This event will be conducted in 2010 and as indicated will be run in parallel with a full day conference for Otways Tourism members.</p>                                                                                                                                                                                                          |
| <p><b>Comment:</b><br/>It is unclear whether this is an extra conference to the one reported against the above action strategy <i>“Annual training schedule to develop a set of training/industry development sessions for members”</i>. A conference was also reported against this actions strategy as one of three training opportunities for members for 2009/2010.</p>                                                                                                                                                                                                         |                    |                                                                                                                                                                                                                                                                                                                                                      |
| <p>Otways Escapes<br/>To explore the possibility of developing a series of events in the Otway Hinterland during the winter months with a thematic approach to the project.</p>                                                                                                                                                                                                                                                                                                                                                                                                     | <p>2009 / 2010</p> | <p>This project will require some initial research and a discussion paper to be developed to generate industry interest in the concept.</p>                                                                                                                                                                                                          |
| <p><b>Comment:</b><br/>If the research and a discussion paper are developed and industry members engaged in the process then this outcome will have been achieved.</p>                                                                                                                                                                                                                                                                                                                                                                                                              |                    |                                                                                                                                                                                                                                                                                                                                                      |



### Local Association Projects

| Project                                                                                                                                                                                                                                                                                                                                         | Timeline           | Outcome                                                                                                     |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|-------------------------------------------------------------------------------------------------------------|
| <p>APOLLO BAY CHAMBER OF COMMERCE &amp; TOURISM</p> <p>1. To assist in the procurement and installation of Christmas Lights in Apollo Bay to engender community spirit and overall aesthetics of the town.</p> <p>2. To operate a series of networking events for local members to interact with other members and listen to guest speakers</p> | 2009 / 2010        | Otways Tourism has provided funding for these projects to progress and expect an acquittal in the new year. |
| <p><b>Comment:</b><br/>OT has delivered on this action.</p>                                                                                                                                                                                                                                                                                     |                    |                                                                                                             |
| <p>OTWAY SCENIC CIRCLE ASSOCIATION</p> <p>1. Update relevant information on marketing collateral</p> <p>2. Conduct a packaging workshop for local operators in conjunction with the International Lighthouse Weekend</p>                                                                                                                        | July / August 2009 | The packaging workshop has already been completed and work is continuing on the marketing collateral.       |
| <p><b>Comment:</b><br/>OT has delivered on this action</p>                                                                                                                                                                                                                                                                                      |                    |                                                                                                             |
| <p>OTWAY HINTERLAND TOURISM ASSOCIATION</p> <p>To jointly fund the Otway Harvest Trail with Otways Tourism to sponsor the Birregurra Weekend Festival</p>                                                                                                                                                                                       | 2009/2010          | Commitments and payments have already been processed by OHTA to support these local events and projects.    |
| <p><b>Comment:</b><br/>OHTA provided funding for the Birregurra Festival and OT provided \$5,000 funding to the Otway Harvest Trail.</p>                                                                                                                                                                                                        |                    |                                                                                                             |

### Public Relations

| Project                                                                                                                                                                | Timeline  | Outcome                                                                                                        |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|----------------------------------------------------------------------------------------------------------------|
| <p>Quarterly Newsletter</p> <p>To produce a quarterly newsletter to be distributed to members and through the Visitor Information Centres</p> <p>No of Copies: 150</p> | Quarterly | 2 newsletters have already been produced this current financial year with another 2 to happen in the new year. |



|                                                                                                                                                                                                                                                                                                                             |                            |                                                                                                                                       |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|---------------------------------------------------------------------------------------------------------------------------------------|
| <b>Comment:</b><br>OT has delivered on this action to date. Please note previous year 250 copies printed. This may be due to the increase in electronic distribution of the product.                                                                                                                                        |                            |                                                                                                                                       |
| Annual Report<br>To produce an Annual Report both electronically and in hard copy for distribution to members<br>No of Copies: 250                                                                                                                                                                                          | October 2009               | Annual Report has been produced and distributed to members.                                                                           |
| <b>Comment:</b><br>OT has delivered on this action. Please note previous year 100 copies printed. No reason for the increase is indicated.                                                                                                                                                                                  |                            |                                                                                                                                       |
| PR & Communication Strategy<br>To produce a series of media releases on product in our region to also combine to compile a media kit for distribution to appropriate media.                                                                                                                                                 | September 2009 - Completed | Media Releases have been completed and will be used on demand and also in promotion of the region to attract awareness of the region. |
| <b>Comment:</b><br>OT has delivered on this action however a more regular and higher number of published media articles would be beneficial to local industry confidence in OT.<br><br>It appears from this outcomes statement that OT will not be actively engaged with the media as new issues arise or new events occur. |                            |                                                                                                                                       |

The following 'Outcomes Delivery Framework' for the OT Annual Projects Plan 2009/10 table above indicates that OT has achieved or partially achieved 89% of its goals.

| Outcomes Delivery   | Number | %  |
|---------------------|--------|----|
| Delivered           | 11     | 40 |
| Partially Delivered | 9      | 32 |
| Not Delivered       | 6      | 21 |
| Unclear             | 2      | 7  |

Given that the report has been received at the midway point of the year it is to be expected that there would be a number of projects partially delivered.

The OT Review Submission provides the following forecast for January 2010 to June 2010 that are also reflected in the 2009/2010 Action plan:

- *Completion of Stage One of the online Otways Holiday Planner.*
- *Supporting Otway Harvest Trail development*
- *Publication of the Otways Tourism newsletters*
- *The development of a day conference for Otways Tourism members in conjunction with the Annual Dinner*
- *Continued support for our major events in the region such as the Great Ocean Road Marathon*
- *Industry development through the tourism excellence program as developed by Tourism Victoria*
- *Opportunities for operators to participate in the Tourism Audits program*
- *Continued production of Otways Tourism marketing collateral including product bags for the VICs and an individual information booklet*
- *Refining and continued development of the Photography competition*
- *Development of the board sub committees and their responsibilities,*
- *Governance- to improve the efficiency of The Board through reviewing structure and process*
- *Collateral - implementing the findings of the review*
- *Membership - to regenerate struggling LTAs and improve communication at an individual level*
- *Otways Tourism will also be active in the regional restructure of the Great Ocean Road region to ensure that OT has a model that is appropriate for Otways Tourism and the Colac Otway Shire with the right amount of resourcing and funding to better promote our region*  
*(pp 12 OT Review Submission Dec 2009)*

Important achievements have been listed above however there is cause for concern in the following areas:

■ **Media coverage**

There needs to be a higher level of performance in achieving regular mainstream positive media coverage for the local tourism industry.

■ **Membership services and growth**

There needs to be a review of membership services and a clear strategy to improve member relationships and numbers growth. The OT Board Membership Sub Committee should make recommendations regarding these matters. Colac Otway Shire should consider a partnership with OT to review the structure, fees, rights and responsibilities of membership. This point is further addressed below in Other Issues – Membership.

■ **Industry development**

A greater effort needs to be made to provide opportunities for industry to improve service and develop new product. The Annual Regional Tourism Conference with Surf Coast Tourism has been a success and the networking opportunities planned for 2010 will assist however it would be beneficial if OT were to make a concerted effort to tap into industry needs in these areas and work on innovative ways to deliver.

■ **Communication with VICs**

A greater effort needs to be made by both OT and the VICs to improve communications.



■ Collateral Development and delivery

Collateral development and delivery for industry and VIC distribution to visitors is an essential role of a Local Tourism Authority and must be delivered in a professional and timely manner. The Collateral Review should be completed within the Service Agreement period so that any new initiatives can be delivered prior to the 2010/11 peak tourism season.

While there are shortcomings in performance the OT Review Submission provides clear evidence of significant strategic and action planning achievement across 2007 to 2010 and a clear determination to continue to deliver against key performance indicators.

A further measure of performance is provided in a series of surveys conducted by Council officers in the process of conducting the evaluation of the Service Agreement.

### Industry and Community Surveys

In order to assist in the measurement of performance improvement during the period of the OT Service Agreement, the following is a brief summary of the results of the 2006 industry survey.

As part of the 2006 Tourism Review a range of consultation methods were utilised including one on one stakeholder interviews, an Industry Survey and a Community Survey. A summary of comments recorded from these consultations is recorded below:

*"There was general consensus that the Shire, Otways Tourism and GOT have been unresponsive to the needs of the smaller players in the industry.....As part of the consultation, OT has formally indicated its willingness to take on a greater function in the delivery of core tourism services for the region, and develop a more united approach to managing tourism."*

According to Otway Business Inc. (OBI) tourism is...*"an industry sector that has considerable potential in the Shire, particularly in the short term conference and meetings market.... The development and promotion of tourism needs to be invigorated..."*

The Colac Otway Residents and Ratepayers Association (CORRA) *"expressed concerns about the amount of funding the Shire provides to tourism and advocated that the Shire provide no more than \$300,000 from Core rates...and that extra money...should be sourced by way of special levies and charges borne directly by the tourism industry."*

Community consultations were held in Apollo Bay and Colac but only tourism operators attended. ...*"The lack of interest shown by the broader community raises concern regarding the effective engagement with the community by the industry."*

Individual key stakeholder meetings identified a number of issues:

■ *"The Shire is blessed with a lot of tourism potential, good location, growing range of good quality tourism and ecotourism product, direct access to the Great Ocean Road and high quality road infrastructure throughout the Shire for touring. It has considerable potential.*

■ *The tourism industry in the Shire appears to be challenged internally by a lack of cohesion and common purpose. As a result, it appears that considerable energies and*

*resources are expended without appropriate planning and co-ordination thus weakening their impact.*

- *The tourism industry in the Shire also appears reluctant to engage with the wider tourism industry, particularly through the formal established structures established for the industry by the State and Australian Governments."*

The results of the Industry Survey 2006 sent to over 600 tourism operators in the Shire indicated the following:

- *"The typical tourism business in the Shire employs two to three people full time and four to five people part time.*
- *Just over one third of supplies are purchased in the immediate town of the business with a further 20% purchased from elsewhere in the Shire.*
- *The views towards tourism were generally positive ...and highly supportive of tourism and tourism development.*
- *A high level of support for both the VICs and their value to the local tourism industry.*
- *Somewhat ambivalent about the value of these entities (OT, GOT, GORM).*
- *A high level of support for more environmental or ecotourism attractions, more festivals and more investment in tourism infrastructure.*

The results of the Community Survey resulted in only 15 returns and while they were generally positive it indicated a low interest in the tourism industry from the general community.

#### **2009 Otways Tourism Service Agreement Evaluation Surveys**

In October 2009 Colac Otway Shire conducted an Industry Survey including all members of Otways Tourism and all property owners who contribute to Economic Development and Tourism through rates. The survey questions were based on the responsibilities of Otways Tourism stated in the Service Agreement and as listed above.

Both Surveys were confidential however respondents were given the option of providing contact details if requiring further follow up.

There were 204 Member Surveys sent and 40 responses; 464 Property Owners Surveys sent and 38 responses. This is not a high response rate and not all questions were answered by all respondents. The survey should therefore be seen as an indicator of member and property owner sentiment but not a conclusive study of the impact of OT on the broad range of issues canvassed. The surveys should be read in context of the assessment of the OT Review Submission which examines OT achievements and efforts to deliver on key strategies.

The Member Survey indicates a generally positive outcome with above average scoring and a number of very supportive statements. There were also a number of negative comments and a sample of both are listed below. To some OT members it appears that they believe the problems identified as a perception of OT being "*unresponsive to the needs of the smaller players in the industry*" may still exist, however many of these businesses do not actively engage with OT and may not be aware of the successful initiatives outlined in the above assessment of OT Strategic and Action Plans.

On balance it can be concluded that from the 40 responses received that OT is generally supported but there are specific areas where improvement is needed particularly in the area of industry development. The Visitor Information Centres are almost universally valued and supported.



**Member Survey Summary**

(Full report attached)

| QUESTION                                                                                                                                                                                                                                              | COMMENT                                                                                                                                                                                                                                                                              |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Coordination &amp; Representation</b>                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                      |
| <p>How would you rate Otways Tourism Inc. leadership in the local tourism industry?</p> <p>Assessed on a scale of 1 to 5 with 1 being the lowest score</p> <p style="text-align: right;">3.5</p>                                                      | <ul style="list-style-type: none"> <li>■ They don't have sufficient funds to perform this task</li> <li>■ Perhaps hindered by structure under GOT and not master of its own direction</li> <li>■ The system is too complicated for small business to understand</li> </ul>           |
| <p>How would you rate Otways Tourism Inc. performance on advocacy for member issues?</p> <p>Assessed on a scale of 1 to 5 with 1 being the lowest score</p> <p style="text-align: right;">3</p>                                                       | <ul style="list-style-type: none"> <li>■ Needs to talk one on one to operators and visit their operations</li> <li>■ Relationship with OT members needs to be improved so the Board is more aware of members concerns. In defence of the Board many members are apathetic</li> </ul> |
| <b>Marketing</b>                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                      |
| <p>How would you rate Otways Tourism Inc. local initiatives e.g. 'Breathe Easy' and the Photography Competition?</p> <p>Assessed on a scale of 1 to 5 with 1 being the lowest score</p> <p style="text-align: right;">3</p>                           | <ul style="list-style-type: none"> <li>■ Limited impact on industry</li> <li>■ I like the logo / message behind the term Breathe Easy</li> <li>■ OT is finally starting to show some initiative</li> </ul>                                                                           |
| <p>How would you rate Otways Tourism Inc. involvement in regional marketing programs e.g. Off Peak Campaign?</p> <p>Assessed on a scale of 1 to 5 With 5 being the lowest score</p> <p style="text-align: right;">2.5</p>                             | <ul style="list-style-type: none"> <li>■ It needs more infrastructure to make winter more interesting</li> <li>■ Off peak marketing campaign appears to be a poor investment</li> </ul>                                                                                              |
| <b>Visitor Services</b>                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                      |
| <p>How would you rate the information and tourism collateral provided by the Colac and Great Ocean Road Visitor Information Centres</p> <p>Assessed on a scale of 1 to 5 with 1 being the lowest score</p> <p style="text-align: right;">4</p>        | <ul style="list-style-type: none"> <li>■ GORVIC is a great help during the off season</li> <li>■ Shire's promotional materials should be improved</li> <li>■ Staff do a great job with the info they are given</li> </ul>                                                            |
| <p>How would you rate the promotion of Otways Tourism Inc. and its members through the VICs?</p> <p>Assessed on a scale of 1 to 5 with 1 being the lowest score</p> <p style="text-align: right;">4</p>                                               | <ul style="list-style-type: none"> <li>■ VICs do a great job</li> <li>■ Yes enough room, need more than the logo for promotion</li> </ul>                                                                                                                                            |
| <b>Tourism Business Development</b>                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                      |
| <p>How would you rate the opportunities provided by Otways Tourism Inc. for industry professionalism and development of a service culture?</p> <p>Assessed on a scale of 1 to 5 with 1 being the lowest score</p> <p style="text-align: right;">3</p> | <ul style="list-style-type: none"> <li>■ We don't have professional leadership at OT</li> <li>■ They try with seminars but not many take up the offer</li> </ul>                                                                                                                     |

| Tourism Industry Development                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>How would you rate the impact of Otways Tourism Inc on the development of new tourism product and experiences in the region?</p> <p>Assessed on a scale of 1 to 5 with 1 being the lowest score 4</p>                                             | <ul style="list-style-type: none"> <li>■ Haven't seen any impact or new product</li> <li>■ No visible contact with new ventures, council equally to blame make it hard for new / interested operators</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <p>How would you rate the impact of Otways Tourism Inc on promoting the local region's competitive strength?</p> <p>Assessed on a scale of 1 to 5 with 1 being the lowest score 4</p>                                                                | <ul style="list-style-type: none"> <li>■ Non-existent</li> <li>■ Trails great, needs to be more of them</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Partnerships                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <p>How would you rate the effectiveness of Otways Tourism Inc. in keeping members and key stakeholders informed of the latest tourism related information and opportunities</p> <p>Assessed on a scale of 1 to 5 with 1 being the lowest score 3</p> | <ul style="list-style-type: none"> <li>■ OT has worked hard to provide information through the electronic newsletter, however location of the office does not help</li> <li>■ Does not use established networks or foster new network groups</li> <li>■ OT should convey to members and non members what they do and update on latest tourism info</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <p>How would you rate the effectiveness of Otways Tourism Inc. network development e.g. interaction with members, events, dinners, Sub LTA liaison, industry networking.</p> <p>Assessed on a scale of 1 to 5 with 1 being the lowest score 3.5</p>  | <ul style="list-style-type: none"> <li>■ They try hard but we don't have sufficient staff to allow us to attend workshops</li> <li>■ Our Sub LTA dissolved after struggling for years. The whole structure needs review</li> <li>■ OT is working hard to develop this area, good to see Lindy attending Sub LTA meetings</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <p>Further comment</p>                                                                                                                                                                                                                               | <ul style="list-style-type: none"> <li>■ Otway hinterland needs direction and links with OBI Market to local community the 'benefits of tourism to the Otways'</li> <li>■ OT with its constituent Local Tourism Associations is fundamental to the local tourism industry. It is there not only to support and enhance the profile of the Otways area in conjunction with its members of GOT but also to provide information to visitors and support local businesses.</li> <li>■ We are grateful for the events staged in Apollo Bay Music Festival, GOR Marathon, Otway Odyssey etc</li> <li>■ The Apollo Bay VIC is extremely supportive and we appreciate it. The involvement of OT with GOT and the control of marketing of the Shire by GOT prevents Colac Otway from 'standing out in the region.' We have a levelling of all tourism destinations. Geelong is not equal to the Colac Otway Shire as a tourism destination</li> <li>■ We should not go on funding OT through Council Funds they have not performed to the satisfaction of our business</li> <li>■ Tourism at present is almost entirely based on accommodation. Little provision for seasonal attractions and the costs imposed by GOT cannot be recouped through increased sales. Two VICs do a reasonable job and are worth supporting</li> <li>■ OT is following Council's disastrous lack of interest in tourism</li> <li>■ Can't even get the local map correct</li> </ul> |

|  |                                                                                                                                                                                                                                   |
|--|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | <ul style="list-style-type: none"> <li>Biggest hurdle is the fee structure. Firstly OT money paid to GOT then Council taking tourism levy therefore members leave OT as it looks like double dipping from Shire system</li> </ul> |
|--|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

The Property Owners Survey indicates that holiday home owners who pay a differential rate if they rent their respective properties indicates that they are generally curious and interested but not supportive of the current structure of the industry especially in relation to their special rate. It was to be expected that there was a general lack of knowledge of OT and that the rating issue would be raised however it is a positive sign that many respondents wished further information from OT. It was to be expected that the Visitor Information Centres would be better known amongst this group than OT and as with the Member Survey the VICs are valued and supported.

**Property Owners Surveys**

(Full report attached)

| QUESTION                                                                                                                                                                                                                                                                       | COMMENTS                                                                                                                                                                                                                                                                                                                                                                                                              |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Are you aware that Otways Tourism Inc. is the local tourism industry association to market and promote tourism in the region through brand development, education, advocacy and networking?</p> <p>Yes 29 No 15</p>                                                         | <ul style="list-style-type: none"> <li>Aware? Yes. Aware of activities in this case not really. No apparent impact to my situation</li> <li>Not aware of Otways Tourism Inc. as a brand in its own right.</li> <li>It has done nothing but conduct surveys</li> </ul>                                                                                                                                                 |
| <p>Are you aware that you are eligible to become a member of Otways Tourism Inc?</p> <p>Yes 10 No 35</p>                                                                                                                                                                       | <ul style="list-style-type: none"> <li>Yes, but at what cost? Strange! I pay extra rates levy for 'services' so why become a member of an incorporated body working for the Shire? I should already have a democratic access to the activity of the body.</li> </ul>                                                                                                                                                  |
| <p>Are you aware that you can join Otways Tourism Inc. through your local Sub Local Tourism Association (LTA) e.g. the Apollo Bay Chamber of Commerce and Tourism, Otways Coast, Otway Scenic Circle Association, Otway Hinterland Tourism Association?</p> <p>Yes 9 No 36</p> | <p>The Association has done nothing so far so I can't see it being useful to me</p>                                                                                                                                                                                                                                                                                                                                   |
| <p>Would you like an explanation of Otways Tourism Inc. member services?</p> <p>Yes 27 No 17</p>                                                                                                                                                                               | <p>Respondents who requested contact provided their contact details.</p>                                                                                                                                                                                                                                                                                                                                              |
| <p>What do you believe Otways Tourism Inc should be doing to add value to your tourism business?</p> <p>Assessed on a scale of 1 to 5 with 1 being the lowest score 2</p>                                                                                                      | <ul style="list-style-type: none"> <li>Accent should be on eco-tourism not destroying environment</li> <li>Work at local sites to support simple sustainable tourism and ensure cross - shire tourism. This works effectively along the GOR and Otways on a sense. I don't think what is outlined in the information provided is very relevant and visitor yield and many other aims are not our interests</li> </ul> |

|                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                                        | <ul style="list-style-type: none"> <li>■ We prefer peace and quiet and not to promote tourism</li> <li>■ If I was aware of what they did or could offer I could answer this question</li> <li>■ Upgrade facilities, development of tourist attraction and promotion of tourism</li> <li>■ Our rental property is only rented out 1 month of the year, very unfair to be rated holiday – should only be 1/12<sup>th</sup> holiday rates. We receive no benefits from this rating.</li> </ul>                                                 |
| <p>How would you rate the opportunities provided by Otways Tourism Inc. for industry professionalism and development of a service culture?</p> <p>Assessed on a scale of 1 to 5 with 1 being the lowest score <span style="float: right;">3</span></p> | <ul style="list-style-type: none"> <li>■ No idea / Don't know x3</li> <li>■ As I am not aware of Otways Tourism I don't know what they do or could do in this area</li> <li>■ We have little to do with the industry (Otways Tourism)</li> </ul>                                                                                                                                                                                                                                                                                            |
| <p>How would you rate the impact of Otways Tourism Inc. on promoting the local region's competitive strength?</p> <p>Assessed on a scale of 1 to 5 with 1 being the lowest score <span style="float: right;">4</span></p>                              | <ul style="list-style-type: none"> <li>■ No idea / Not known x2</li> <li>■ Not visible to me</li> <li>■ As I am not aware of Otways Tourism I don't know what they do or could do in this area</li> </ul>                                                                                                                                                                                                                                                                                                                                   |
| <p>How would you rate the information and tourism collateral provided by the Colac and Great Ocean Road Visitor Information Centres (VIC)?</p> <p>Assessed on a scale of 1 to 5 with 1 being the lowest score <span style="float: right;">5</span></p> | <ul style="list-style-type: none"> <li>■ Not known</li> <li>■ Generally good</li> <li>■ I have used a lot of their information</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                   |
| <p>Further Comments</p>                                                                                                                                                                                                                                | <ul style="list-style-type: none"> <li>■ The GOR needs to be improved, particularly the road shoulders</li> <li>■ Considering Council is charging a falsely increased level of rates, the number of tourists is down and it's blatant fund raising exercise is simple extortion</li> <li>■ I may have used their products and services but not been aware of their brand. More visible self marketing may assist</li> <li>■ Holiday properties inhabited for only 10 weeks of year but charged more than locals what a disgrace.</li> </ul> |

The Stakeholder Survey was sent to representative of Geelong Otway Tourism (GOT), Parks VIC and Tourism Victoria and Otway Business Inc. The responses indicate general support of OT and emphasises that OT does not have resources to stand alone.

**Comments – Key Stakeholders**

(Full report attached)

| QUESTION                                                                                                                                                                  | COMMENTS                                                                                                                 |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|
| <b>Co-ordination &amp; Representation</b>                                                                                                                                 |                                                                                                                          |
| How would you rate Otways Tourism Inc. leadership in the local tourism industry?                                                                                          | ■ Better now that clearer role definition has been developed                                                             |
| How would you rate Otways Tourism Inc. performance on advocacy for member issues?                                                                                         | ■ Always making local representations on behalf of members                                                               |
| <b>Marketing</b>                                                                                                                                                          |                                                                                                                          |
| How would you rate Otways Tourism Inc. local initiatives e.g. 'Breathe Easy' and the Photography Competition?                                                             | ■ Very good local initiatives                                                                                            |
| How would you rate Otways Tourism Inc. involvement in regional marketing programs e.g. the Off Peak Campaign?                                                             | ■ Industry still required to 'put their \$s' into co-operative marketing                                                 |
| <b>Visitor Services</b>                                                                                                                                                   |                                                                                                                          |
| How would you rate the information and tourism collateral provided by the Colac and Great Ocean Road Visitor Information Centres?                                         | ■ Very good                                                                                                              |
| How would you rate the promotion of Otways Tourism Inc. and its members through the VICs?                                                                                 |                                                                                                                          |
| <b>Tourism Business Development</b>                                                                                                                                       |                                                                                                                          |
| How would you rate the opportunities provided by Otways Tourism Inc. for industry professionalism and development of a service culture?                                   | ■ The key and actual role of OT Inc                                                                                      |
| <b>Tourism Industry Development</b>                                                                                                                                       |                                                                                                                          |
| How would you rate the impact of Otways Tourism Inc on the development of new tourism product and experiences in the region?                                              | ■ Tourism development often falls outside OT structure ( i.e. other Council / Partnerships – GOT, G21, other State Dept) |
| How would you rate the impact of Otways Tourism Inc on promoting the local region's competitive strength?                                                                 | ■ Always providing story leads etc.                                                                                      |
| <b>Partnerships</b>                                                                                                                                                       |                                                                                                                          |
| How would you rate the effectiveness of Otways Tourism Inc. in keeping members and key stakeholders informed of the latest tourism related information and opportunities? | ■ Again via other partnerships                                                                                           |
| How would you rate the effectiveness of Otways Tourism Inc. network development e.g. interaction with members, events, dinners, Sub LTA liaison, industry                 | ■ Networking a critical role for LTAs                                                                                    |

|                        |                                                                                                                                                                                                                                                                                                                                                                                  |
|------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>networking.</b>     |                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Further comment</b> | <ul style="list-style-type: none"> <li>■ <b>Otways Tourism plays a critical role, particularly in industry and local networking. Works well with GOT. Particularly now that roles have been refined and made clearer</b></li> <li>■ <b>OT plays a role in broader industry structure. OT Inc. does not have resources ( man power, expertise, \$s to stand alone)</b></li> </ul> |

The Surveys provide a mixed review of the performance of OT over the past three years recognising both success and shortcomings. The information gathered from the Surveys supports the earlier conclusion that OT has achieved a significant amount over the three years of the Service Agreement but needs to address

- Media coverage
- Membership services and growth
- Industry development
- Communication with VICs
- Collateral Development and delivery

**FINANCIAL ANALYSIS**

The table below indicates the funding of tourism internal marketing and industry development services over the past four years plus internal tourism development support. It does not include operational costs of the Visitor Information Centres.

In 2005/06 all of these services were supplied by Colac Otway Shire including Administrative Support under the coordination of the Tourism Development Officer (TDO). The figures below do not include the cost of operating the VICs.

In 2006/07 funding was provided to OT and the TDO position was made redundant. There were costs incurred by the TDO position until the person in that job left the organisation. The Administrative support position was transferred to the Economic Development Unit and Council funds have also been allocated to a tourism support position on a part time basis, in line with recommendations in the Tourism Review 2006.

| Year        | Council Funds Paid to OT | Council funds for internal coordination of Tourism | Total        |
|-------------|--------------------------|----------------------------------------------------|--------------|
| 2005 / 2006 | \$ 0                     | \$183,347.61                                       | \$183,347.61 |
| 2006 / 2007 | \$ 95,454.55             | \$140,162.02                                       | \$235,616.57 |
| 2007 /2008  | \$ 180,309.09            | \$67,060.16                                        | \$247,369.25 |
| 2008 / 2009 | \$ 155,000.00            | \$65,658.05                                        | \$220,658.05 |
| 2009/2010   | \$ 155,000.00            | \$65,698.00                                        | \$220,698.00 |

The following table is a general breakdown of OT expenditure in the 2008/09 Financial Year and includes Council's contribution of \$155,000 plus membership fees and other income. OT funding supports the operations of the organisation and a number of marketing and development projects.

| Payment                                                  | Amount              | % of Total  |
|----------------------------------------------------------|---------------------|-------------|
| <b>General Office supplies and operational overheads</b> | <b>\$ 36,587.29</b> | <b>18%</b>  |
| <b>Salaries/On Costs</b>                                 |                     |             |
| ■ <b>Executive Officer –</b>                             |                     |             |
| - OT Board Executive Duties                              |                     |             |
| - Marketing and Development                              |                     |             |
| - Project Coordination                                   | <b>\$.68,670.20</b> |             |
| ■ <b>Administrative Assistant</b>                        |                     |             |
| - Admin & Accounts                                       | <b>\$ 14,322.00</b> |             |
| - Project Coordination                                   | <b>\$ 82,992.20</b> |             |
| <b>Total Staffing</b>                                    |                     | <b>41%</b>  |
| <b>Motor Vehicle Expenses</b>                            | <b>\$ 12,174.89</b> | <b>6%</b>   |
| <b>Advertising</b>                                       | <b>\$ 1,992.83</b>  | <b>1%</b>   |
| <b>Donations</b>                                         | <b>\$ 1,000.00</b>  | <b>0.5%</b> |
| <b>Marketing Projects</b>                                | <b>\$ 46,802.04</b> | <b>23%</b>  |
| <b>Sponsorship Sub LTA Projects</b>                      | <b>\$ 14,775.91</b> | <b>7%</b>   |

|                                           |                     |             |
|-------------------------------------------|---------------------|-------------|
| <b>Training and Development Workshops</b> | <b>\$ 1,750.00</b>  | <b>1%</b>   |
| <b>Conference Expenses</b>                | <b>\$ 2,869.54</b>  | <b>1.5%</b> |
| <b>Consulting Fee</b>                     | <b>\$ 750.00</b>    | <b>0.5%</b> |
| <b>Membership Repayments</b>              | <b>\$ 930.45</b>    | <b>0.5%</b> |
| <b>Total</b>                              | <b>\$202,625.13</b> | <b>100%</b> |

If the Service Agreement with OT was to be not renewed at the end of 2009/10, Council may consider a return to the internal management of all tourism services. This would require the employment of 1 EFT Tourism Development Officer and a .5 EFT Administrative support, plus collateral development, marketing and industry development costs.

The following table includes the estimated cost of Council providing internal tourism services currently provided by OT. The amounts are updated estimates based on the 2005/06 budget for tourism operations when Council provided internal tourism services .

| <b>Payment</b>                              | <b>Amount</b>       | <b>% of Total</b> |
|---------------------------------------------|---------------------|-------------------|
| Salaries/On Costs                           |                     |                   |
| ■ Tourism Development Coordinator           | \$76,695.00         |                   |
| ■ Administrative Support (One day per week) | <u>\$ 7,161.00</u>  |                   |
| Total Staffing                              | \$83,856.00         | 52%               |
| Advertising                                 | \$ 1,000.00         | .6%               |
| Collateral Development & Printing           | \$30,000.00         | 18%               |
| Printing & Stationary                       | \$ 200.00           | .1%               |
| Tourism Publications & Subscriptions        | \$ 1,000.00         | .6%               |
| Training, Seminars                          | \$ 1,000.00         | .6%               |
| Plant / Travelling                          | \$ 8,000.00         | 5%                |
| Misc/Telephone                              | \$ 2,000.00         | 1%                |
| Business Training Events                    | \$ 6,000.00         | 4.1%              |
| Human Resources                             | \$ 3,300.00         | 2%                |
| Finance Admin                               | \$ 2,100.00         | 1%                |
| Computer Support                            | \$14,400.00         | 9%                |
| Office Accommodation                        | \$ 9,500.00         | 6%                |
| <b>Total</b>                                | <b>\$161,356.00</b> | <b>100%</b>       |

In addition to the above, the cost of the existing .5 EFT Tourism support funding would also be included which means Council's total contribution would equal \$227,014. A reduction in existing funding is not possible as this supports a range of activities within the Economic Development Unit, including strategy development, VIC staffing, infrastructure and systems support, revenue generation, as well as small township infrastructure development and other related economic development activity.

| <b>Year</b> | <b>Option</b>                                                                           | <b>Council Funds Paid to OT</b> | <b>Council funds for internal coordination of Tourism</b> | <b>Total</b> |
|-------------|-----------------------------------------------------------------------------------------|---------------------------------|-----------------------------------------------------------|--------------|
| 2009/10     | <b>Current.</b><br>OT fully funded through Service Agreement                            | \$ 155,000.00                   | \$65,698.00                                               | \$220,698.00 |
| 2001/11     | <b>Option for 1 year Service Agreement</b><br>OT fully funded through Service Agreement | \$ 155,000.00                   | \$65,698.00                                               | \$220,698.00 |
| 2001/11     | <b>Option for internal provision</b><br>Tourism development through Colac Otway Shire   |                                 | \$227,014.00                                              | \$227,014.00 |



## REGIONAL TOURISM STRUCTURAL CHANGE

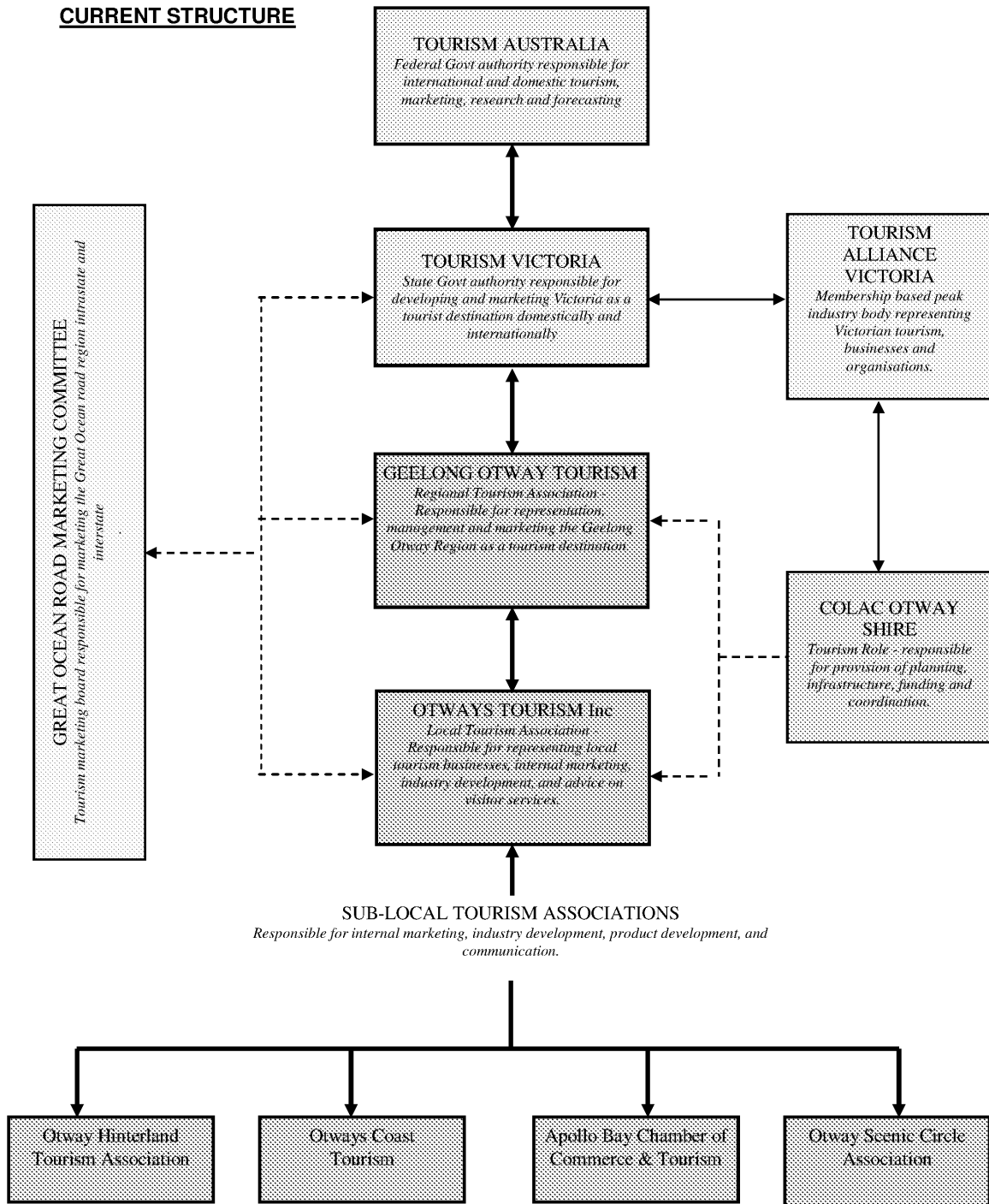
This Evaluation is specific to the Colac Otway Shire Otways Tourism Inc. Service Agreement 2007 – 2010 however of future of OT will be affected by changes in regional tourism structures.

The State Government Regional Tourism Action Plan 2009 – 2012, Tourism Victoria proposes a change of structures prompted by recognition of the challenges that face regional tourism:

- Many regional structures are under-resourced and lack adequate funding support;
- Regional structures rely heavily on volunteers who are struggling to cope with competing demands from their own businesses;
- The roles and responsibilities of some regional structures are unclear or duplicated;
- Many regions do not have adequate communications mechanisms in place to ensure that all stakeholders are informed and engaged in tourism development;
- Industry is unclear about how to work with and engage with Tourism Victoria on issues outside of marketing;
- Regional Campaign Committees focus on marketing and are unable to address other critical issues impacting regional tourism growth such as product development, investment attraction, skills training and sustainability management; and
- There is recognition that sustainable tourism development at the regional level requires a more strategic focus to create a strong foundation for industry growth.

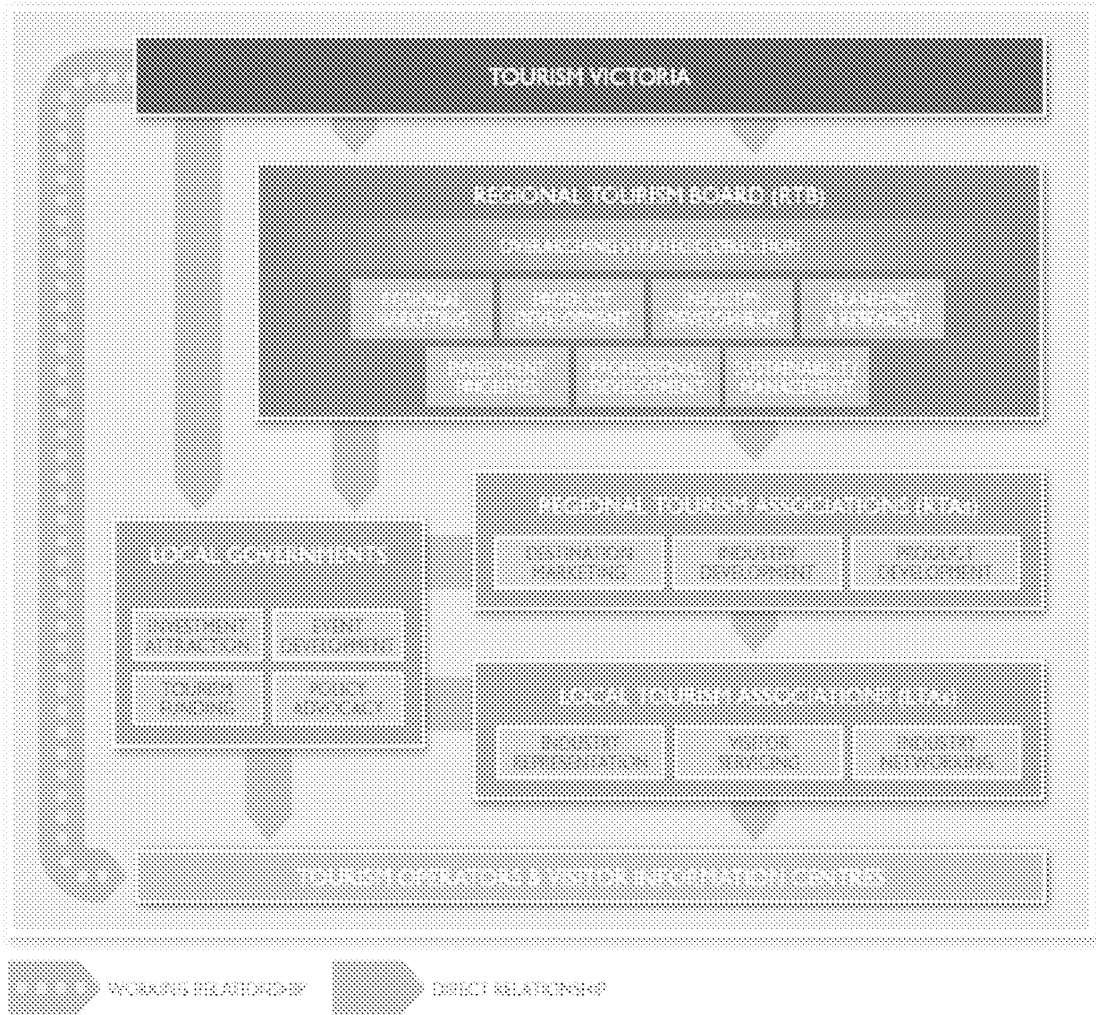
The current regional structure of tourism including the Geelong Otway region is displayed in the diagram below.

**CURRENT STRUCTURE**



The Regional Tourism Action Plan proposes a new model:

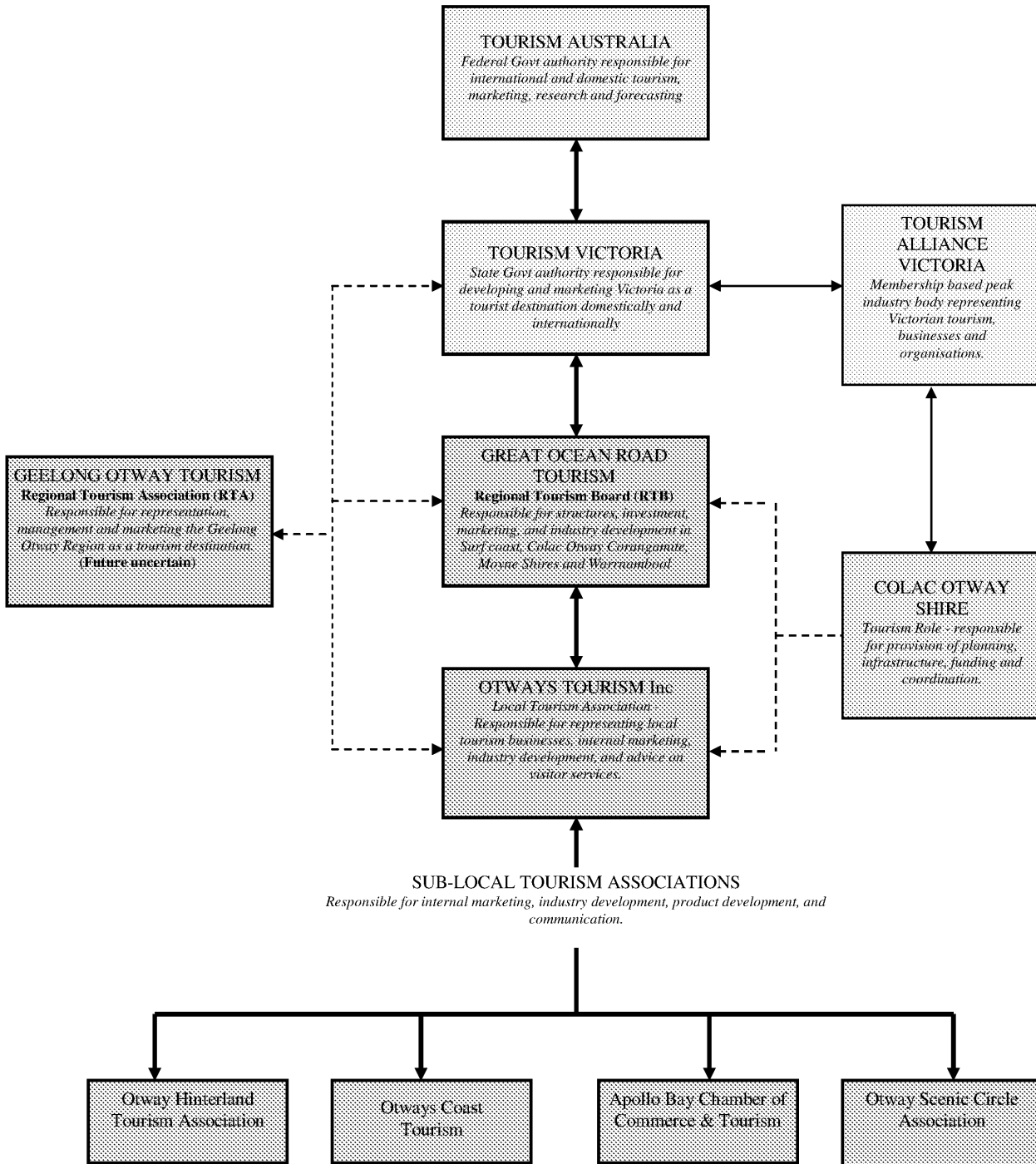
Figure 4. Potential model for evolving industry structures in regional Victoria



**Regional Tourism Action plan 2009 – 2102, Tourism Victoria**

This model may be better understood in the diagram below.

**A PROPOSED ALTERNATIVE STRUCTURE**



The process for determining a final structure will commence with a presentation to Council on the Regional Tourism Action Plan followed by a 'Discussion Paper' that will address issues, proposals and implementation processes. There will be an 'Implementation Committee' and both Colac Otway Shire and OT will have the option to nominate as members of the Committee.

Currently Council provides financial support to tourism organisations as follows:

- GOT receives an agreed amount annually according to a Memorandum of Understanding (MoU). In 2009/10 the amount is \$70,000. The GOT MoU terminates in November 2010 and during the transition period to the new regional structure the future of GOT will be examined by the Regional Tourism Board Implementation Committee.
  
- OT receives an annual negotiated amount according to the Service Agreement. In 2009/10 the amount is \$150,000.

The new Great Ocean Road Regional Tourism Board (RTB) will be seeking local government funding and it is expected that there will be a request for financial support from Colac Otway Shire.

The regional tourism restructure will impact on the relationship of OT with membership and regional leadership structures. It will impact on the relationship of Colac Otway Shire to the industry and its regional leadership, as well as foreshadowing a bid for an unknown amount of financial support from Council. In this transitional context, Council would be well advised to consider a transitional one year Service Agreement with OT to enable these issues to be examined and resolved before a final decision is made on the best structure to provide internal marketing and industry development within Colac Otway Shire.

## CONCLUSION

In December 2006, Council signed a Service Agreement with Otways Tourism Inc (OT) that empowers the local Tourism Industry to be responsible for the development of the industry within the Colac Otway Shire. This was a direct result of the decision of Council on 24 May 2006 to adopt the recommendations of the Colac Otway Shire Tourism Review 2006.

The Tourism Review 2006, included the following key points relevant to Otways Tourism:

- **The tourism industry is structured by the Australian and State Governments in such a manner as to make Local Government directly responsible** for the marketing of local regions, the delivery of visitor services and the professional development of the local operators.
- Coupled **with the winding down of hardwood forestry**, and increasing pressures on other agricultural sectors, it is clear that the Shire will confront significant long term challenges to remain vibrant and economically robust. **It is widely acknowledged that the tourism industry can provide a viable alternative.**
- The critical issue for the Shire to note is the increasing awareness by Local Government agencies of tourism as a key generator of local employment and “new” money to the region. **In this highly competitive environment reducing support for tourism could seriously jeopardise the long-term viability of tourism** in the Shire.
- **Generally OT is not seen to be delivering outcomes for the tourism industry and much of this can be linked to its fundamental lack of executive and administrative resources.**

The Service Agreement includes a list of obligations of both parties to the Agreement. This Evaluation Report of the Service Agreement concludes that Council has fulfilled its obligations according to key recommendations of the Tourism Review 2006 and that OT has delivered to an acceptable level on expectations. It concludes in the Financial Analysis that the provision of executive and administrative resources to OT comes at a substantial cost however the alternative internal provision of services for Tourism also comes at a substantial cost.

The performance of Otways Tourism Inc since Dec 2006 demonstrates that the local tourism industry has the capacity to manage itself, and be responsible for industry development and internal marketing within the Colac Otway Shire.

While there are areas of improvement identified in this report the organisation has achieved significant success in:

- Rebranding of Otways Tourism with the tag line “Breathe Easy.”
- Renewing the Partnership Agreement with Sub LTA's.
- Development of a Brand Campaign with Surf Coast Tourism.
- Collaborating with Otway Business Inc in the production of TV Commercial promoting the local area as a place to not only holiday but to live work and invest.
- Collaborating with Surf Coast Tourism on the Regional Tourism Conference.
- Initiating the Photography Competition which has attracted a new group of ‘off season’ visitors to the region.
- Initiating Melbourne Cup Tour and collaborating with the Colac Turf Club in a unique event.
- Initiating the Otways Tourism Inc. Scholarship Program to encourage young people into the tourism industry.

OT has achieved or partially achieved

- 85% of the Strategic Plan 2008/10.
- 89% of the Annual Action Plan 2008/09.
- 72% of the Strategic Plan 2009/10 at the mid-point of the year, 31 December 2009.

From January 2010 to 31 June 2010 OT plans to:

- Complete Stage one of the online Otways Holiday Planner.
- Support the Otway Harvest Trail development
- Publish Otways Tourism quarterly newsletters
- Develop a day conference for Otways Tourism members in conjunction with the Annual Dinner
- Support major events in the region such as the Great Ocean Rd Marathon
- Facilitate industry development through the tourism excellence program as developed by Tourism Victoria
- Provide opportunities for operators to participate in the Tourism Audits program
- Produce Otways Tourism marketing collateral including product bags for the VICs and an individual information booklet.
- Refine and develop the Photography competition
- Develop the Board sub committees and their responsibilities,
- Improve the efficiency of the Board through reviewing structure and process.
- Implement the findings of the Collateral Review
- Regenerate struggling LTAs and improve communication at an individual level.
- Participate in the regional restructure of the Great Ocean Road region.

The Member Survey indicates a generally positive outcome with above average scoring and a number of very supportive statements but there are specific areas where improvement is needed. The Visitor Information Centres are almost universally valued and supported.

The Property Owners Survey indicates that holiday home owners who pay a differential rate if they rent their respective properties are not supportive of the current structure of the industry in relation to their special rate.

The Stakeholder Survey indicates general support of OT and emphasises that OT does not have resources to stand alone.

In normal circumstances it would be reasonable to conclude that the Service Agreement should be renewed for a further period of three years. This would provide surety for the OT to continue with directing resources into delivering on immediate planned tasks and continuity in long term strategic planning. If this were the case it would also be reasonable to recommend a three year service agreement with a fixed amount per annum indexed with the Consumer Price Index to enable long term planning and development of projects over the three year period of the Agreement.

A three year fixed cost agreement would also remove the organisation from the Council annual budget process, as is the case with Council contributions to Geelong Otway Tourism, and the G21 Alliance. As an externally funded organisation it should not be subject to the internal pressure of the Council budget process which has been a perennial threat to project funding and the ability of Otways Tourism Inc. to deliver according to its responsibilities under the Service Agreement.

The complicating factor is the restructure of regional tourism. While Tourism Victoria has provided a recommended structure, the Implementation Committee is yet to be appointed. Once appointed this group will work with the Industry and Local Government across the

Barwon South West region to develop the best model possible for the region. This process is likely to take at least 12 months. During this time the Memorandum of Understanding between Colac Otway Shire and Geelong Otway Tourism will expire and will also have to be reviewed in the context of the regional restructure.

While any restructure is likely to include the necessity for a membership based Local Tourism Association, Otways Tourism Inc. in the case of Colac Otway Shire, there will be other factors determined by the regional restructure that may determine whether Council wishes to continue to fund Otways Tourism Inc. as an external body.

Factors likely to influence Council's decision making in regard to support of the tourism industry in the future include:

- A clear delineation and understanding of the roles and responsibilities of the:
  - Proposed Regional Tourism Board
  - Regional Tourism Association Geelong Otway Tourism
  - Local Tourism Associations, Geelong Otway Tourism
  - Sub Local Tourism Associations.
  
- Anticipated but unknown Council funding and resource expectations for each of these structures.

It would be unwise for Council to 'lock in' a three year agreement with any one body at this time, however there is a necessity to continue to provide tourism internal marketing a industry development. A one year service agreement would serve the purposes of continuity without committing Council to a long term arrangement.

The service agreement should include specific performance indicators in regard to the areas recommended for improvement in OT performance:

- Media coverage
- Membership services and growth
- Industry development
- Communication with Visitor Centres (VIC)s
- Collateral Development and delivery

The service agreement should include specific performance indicators on a range of issues to be negotiated between Council and OT that improve industry performance and deliver on Council's vision for Tourism in the Shire.



**RECOMMENDATIONS**

**1. Media coverage**

That Otways Tourism Inc. directs resources to enhancing its performance in achieving regular mainstream positive media coverage for the local tourism industry.

**2. Membership services and growth**

That Otways Tourism Inc. conducts a review of membership services and develops a clear strategy to improve member relationships and numbers growth.

**3. Industry development**

That Otways Tourism Inc. directs resources to enhancing its performance in providing opportunities for industry to improve service and develop new product.

**4. Communication with VICs**

That Otways Tourism Inc. directs resources to developing a closer relationship with the Coordinators of the VICs to improve communications.

**5. Collateral Development and delivery**

That Otways Tourism Inc. directs resources to ensure collateral development and delivery is completed in a timely manner.

That Otways Tourism Inc. completes the 'Collateral Review' within the Service Agreement period so that any new initiatives can be delivered prior to the 2010/11 peak tourism season.

**6. Regional Restructure**

That Colac Otway Shire makes no final decision on the future long term relationship with Otways Tourism Inc. until the structure of regional tourism is settled.

That Colac Otway Shire participates alongside Otways Tourism Inc. in the implementation of the restructure process.

**7. Final Recommendation**

That Colac Otway Shire offer a one year Service Agreement from 1 July 2010 to 30 June 2011, with Otways Tourism Inc. during the transitional period of the structural review of regional tourism.

**APPENDIX 1 - REPORTS AND DOCUMENTS CONSULTED**

- Colac Otway Shire Otways Tourism Inc. Service agreement 2007 – 2010
- Otways Tourism Inc. Review Submission Dec 2009
- Colac Otway Shire Tourism Surveys, Nov 2009
- Colac Otway Shire Tourism Review 2006
- Council Report, Response to Tourism Review, 24 May 2006
- Regional Tourism Action Plan 2009 - 2012, Tourism Victoria
- Council Report, Response to Tourism Review, 24 May 2006
- Colac Otway Shire rating Strategy MacroPlan Australia, 2006
- Council Report, Colac Otway Shire Otways Tourism Inc. Service Agreement Review, 26 Aug 2009

**APPENDIX 2 – LIST OF ACRONYMS**

|         |                                                                                |
|---------|--------------------------------------------------------------------------------|
| ABCCT   | Apollo Bay Chamber of Commerce and Tourism Sub LTA                             |
| CFA     | Country Fire Authority                                                         |
| COPACC  | Colac Otway Performing Arts and Cultural Centre                                |
| CORRA   | Colac Otway Shore Residents and Ratepayers Association                         |
| COS     | Colac Otway Shire                                                              |
| DSE     | Department of Sustainability and Environment                                   |
| GORM    | Great Ocean Road Marketing, funded through Tourism Victoria                    |
| GORVIC  | Great Ocean Road Visitor Information Centre (Apollo Bay)                       |
| GOT     | Geelong Otway Tourism, the Regional Tourism Association (RTA)                  |
| LTA     | Local Tourism Association                                                      |
| OBI     | Otway Business Inc.                                                            |
| OCT     | Otway Coast Tourism Sub LTA                                                    |
| OHTA    | Otway Hinterland Tourism Association Sub LTA                                   |
| OSCA    | Otway Scenic Circle Association Sub LTA                                        |
| OT      | Otways Tourism Inc. Colac Otway Shire's Local Tourism Association (LTA)        |
| RTA     | Regional Tourism Association includes industry and local government membership |
| RTAP    | Regional Tourism Action Plan                                                   |
| Sub LTA | Sub Local Tourism Association – smaller areas sub groups                       |
| TAV     | Tourism Alliance Victoria, the peak Tourism Industry body                      |
| TOWW    | Trans Otway Waterfall Walk                                                     |
| VIC     | Visitor Information Centre (Colac and GORVIC)                                  |



The Chief Executive Officer. 585 Princes Highway  
Colac Otway Shire. Larpent  
Mr Rob Small. 12/04/2010

Dear Sir

Re. COLAC OTWAY SHIRE AND OTWAYS TOURISM INC.  
SERVICE AGREEMENT REVIEW.

Thank you for the opportunity to provide the following comments on the Colac Otway Shire's 2010 evaluation report on Otway Tourism inc, and the Council's financial support to the tourist industry in Colac Otway Shire.

With the Council's service agreement with Otway Tourism due to end on the 30<sup>th</sup> of June 2010 and the Council currently involved in pre-budget considerations, now is an appropriate time for Council to review all of it's financial support to the Shire's tourism industry.

As part of any funding review Council would be well advised to have regard for the extensive use of public funds provided for tourism marketing and promotion at a Federal, State and regional level.

The tourist industry product within Colac Otway Shire is predominantly public assets , developed and maintained by a variety of State and Local Government agencies using extensive public funds, the industry feeds off these assets, but the community is required to fund them.

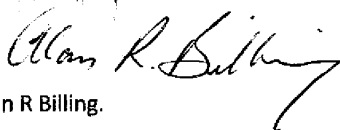
The results of the surveys conducted as part of the Otway Tourism review would appear to indicate *low level of interest from the industry, with a very poor response rate and a less than supportive endorsement of Otway Tourism's performance.* There is no clear evidence that the activities of Otway Tourism has improved visitor numbers to the region. One disappointing aspect of the surveys responses, is that despite the massive amount of public funds provided for the industries benefit, many involved in the industry still want more .

Since the establishment of Colac Otway Shire, over \$15 million ,excluding capital expenditure, has been injected into the promotion and marketing of the Shire's tourism industry, add to this the use of public funds by other levels of government, it is clear the industry is receiving a massive subsidy from the public purse.

*The current funding to the tourism industry from Colac Otway Shire's rate revenue is out of all proportion to it's importance to the Shire, is unsustainable, and cannot be justified.*

I trust that the comments above will be given due consideration in the review and budget process, and I would be interested in presenting verbally to Council ,if the opportunity is provided.

Yours Faithfully.

  
Alan R Billing.

COLAC OTWAY  
SHIRE

13 APR 2010

RECEIVED



QuickTime™ and a  
TIFF (Uncompressed) decompressor  
are needed to see this picture.

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# OTWAYS TOURISM Inc

# BUDGET SUBMISSION

FOR

## COLAC OTWAY SHIRE

2010 – 2011 Financial Year

We have presented the Council with a budget requesting funding of \$175,000. This can be viewed under the heading of

**Option 1: Should do**

**Option 2: Must do.** If however, we only receive funding of \$160,000, that being the same amount as last financial year (adjusted to CPI), then the following items will need to be removed from our projected spending:-

- the feasibility study of the **Trans Otway Waterfall Walk** in partnership with Parks Victoria, Apollo Bay Chamber of Commerce and Colac Otway Shire. (\$4500)
- **Stage 3 Otways Holiday Planner** to \$7400
- the expenditure by the EO for attending **conferences** to \$1500
- the **annual training schedule** to \$1300

**Option 3:** can be considered as: **Could do**

The Otways Tourism Board has, in the projected budget, removed the sponsorship of the **GOR Marathon**. The Board has provided funding over the 5 years the event has run. In October 2009 we adopted a Sponsorship Policy whereby funding is provided to an event for up to 3 years, in the belief that by then, the event should be capable of developing it's own

sponsorship streams. If the Council believes that the sponsorship of the Marathon should continue then we would need additional funding to make this a line item. \$5000

Under the same heading if possible we would also like to commit \$15,000 to a joint **media marketing campaign** with Otways Tourism and the Colac Otway Shire.

**NOTES TO EXPLAIN CARRY OVER FUNDING:**

Otways Tourism estimates that it will finish the current financial year with a surplus of approximately \$17,900 due to:

- Otways Tourism received \$10,570 from the Australian Taxation Office due to a BAS statement error in the previous financial year.
- The Administration Officer has requested a reduction in her working hours from 3 days to 2 days which is a saving of approximately \$5,300 pa
- Revenue from the sale of the back page on the Official Otways Touring Map of \$2,100

This carry over funding has allowed Otways Tourism to make an early commitment to the following projects:

- Otways Holiday Planner stage 2 - \$8,000
- Small towns project - \$2,700
- Early production of collateral to boost reserve stocks - \$7,200

**NOTES TO EXPLAIN BUDGET LINE ITEMS.**

**Business Development & Marketing**

**1. Tourism Business Development**

**1.1 Annual Training Schedule** – The training schedule includes 3 workshops per year designed to promote industry development.

**1.2 Scholarship Program** – We are committed to providing funding to a local student to improve tourism service in the region.

**1.3 Industry Familiarization** – Funding to provide familiarization tours for members and VIC Staff.

**1.4 Trans Otway Waterfall Walk** – Otways Tourism supports the development of the Trans Otway Waterfall Walk and will contribute towards a feasibility study.

**2. Visitor Services**

**2.1 Otways Trails Templates** – We will continue to fund the Trails



Series as it seen as an exceptional visitor service that encourages longer stays and hinterland visitation.

**2.2 Otways Touring Map** – Continued development of the touring map.

**2.3 Walks & Waterfalls Flyer** – Our Walks & Waterfalls are a point of difference highlighted by this brochure and detailed map.

**2.4 Brochure Distribution** – Represents the cost of distributing brochures from a central point to the Visitor Information Centers.

**2.5 Website Development** – A commitment to completing stage 2 & 3 of the online Holiday Planner for the region.

### **3. Otways Tourism Membership Projects**

Otways Tourism encourages members to develop projects that can be funded through Otways Tourism. These projects must clearly demonstrate value to the region and enhancement of visitor experience.

Projects are evaluated against a set of guidelines.

### **4. Public Relations & Communication**

**4.1 Quarterly Newsletter** – Otways Tourism Newsletters are very popular and provide new information and business profiles to members. They are also used to generate media coverage.

**4.2 PR & Communication Strategy** – OT would like to generate additional Media / PR and to commit to using a PR professional to guide us through this process.

**4.3 Annual Report** – As part of our responsibilities to members we produce an annual report accessible to everyone via electronic and hard copy.

### **5. Networking / Professional Development**

**5.1 Networking Functions** – Otways Tourism supports networking functions for members to come together to discuss issues and challenges they face.

**5.2 Tourism Alliance Membership** – It is important to be a member of the peak tourism body that assists regional tourism in Victoria.

**5.3 Tourism Alliance Events** – To be updated on industry issues and to network with industry colleagues.

**5.4 Memberships / Subscriptions** – To provide connection with industry associations / organizations and share information.

**5.5 Conferences / Seminars** – This enables the Executive Officer to attend events, which provide information to Otways Tourism and also enhance personal development.

### **6. Sponsorship**

**6.1 Photography Competition** – The photo competition enables Otways Tourism to increase visitation during off-peak times. It also provides a photo library, promotional opportunities and additional exposure of our branding.

**6.2 Gumboots & Pearls (Opera in the Otways)** – A third year of this event should be supported as it has the potential to become an iconic event in the Otways.

## **7. Branding & Logo Development**

**7.1 Promotional Clothing** – To provide OT staff with branded garments.

**7.2 Style Guide** – To produce additional copies of the Style guide for promotion of OT branding.

## **8. Marketing / Promotion / Advertising**

**8.1 Regional Marketing** – This is a discretionary line item to enable participation in developing regional marketing campaigns.

## **9. Administration**

We are continuing to revise our administration costs to allow maximum resources for the marketing of the region. Something that isn't tangible in the administration budget is the role of the Executive Officer in representing Otways Tourism on a broader level in the industry. This may not bring visible benefits but does have long term impacts.

## **Conclusion**

We trust our submission provides a clear understanding to the Council of what we would like to achieve with the on-going support of the Colac Otway Shire. We are available to discuss the budget in detail at any time, and look forward to working closely with the Shire.

March 2010.



# OTWAYS TOURISM INC

## Response to COS & OT Service Agreement Review.

### GENERAL RESPONSE:

Otways Tourism believes the Service Agreement Evaluation Report was a fair assessment of Otways Tourism's performance over the last 3 years.

We accept the feedback provided in a constructive and positive manner and our response will address the recommendations that have been included in the report.

### 1. Media Coverage:

***That Otways Tourism Inc should direct its resources to enhancing its performance in achieving regular mainstream positive media coverage for the local tourism industry.***

#### ACTIONS:

- Media releases have been prepared using our strengths as the subject matter to support other local stories. These will be packaged in a presentation folder, along with DVD photo gallery from the Otways Tourism photographic competition, cover letter, & touring map. These will be forwarded to Melbourne print and TV media by the end of April.
- The Committee of "Otways in Focus" will contact ABC News, to ask for inclusion of images on the "weather segment".
- Media releases and human-interest segments from The OT Newsletter will be forwarded to regional media. We will include Ballarat and Geelong in the distribution list.
- Responsibility for these tasks will be clearly defined between Lindy and Darren.
- We will investigate the cost of wider distribution of the OT Newsletter.
- The Marketing Committee recognizes that short snippet information will often result in media coverage. We have developed a Media release template to be used to regularly forward event, personal profiles and information to local media.

## 2. Membership Services and Growth:

***That Otways Tourism Inc conducts a review of membership services and develops a clear strategy to improve member relationships and growth.***

### **ACTIONS:** Membership Services

- Two events are planned before the completion of this financial year.  
Speed Dating / Networking Evening. (March 16<sup>th</sup>) This was a member familiarization and information- sharing event.  
A full day Workshop and Dinner. (May 12<sup>th</sup>) Workshops will include areas such as improving web site performance, customer relations, booking policy.
- Our EO will make personal contact with, and visit every new member as we are notified.
- Our EO will visit all unseen businesses.
- Because there has been difficulty in maintaining an effective working group in the hinterland region, OT has held four meetings through February and March with affected operators. As a result, three new focus groups have been established, (Forrest, Birregurra and Colac). These three groups will work under the umbrella of OHTA and will use our teleconference facility for easier communication. Gellibrand will be the next community we approach to offer this programme.
- Forrest operators have invited Birregurra members to attend a "Swap Meet" or member Familiarization event on April 12<sup>th</sup> to share ideas and network together.
- The Board Chair, the Executive Officer of OT and our Administrative Assistant have been more frequently attending sub LTA meetings to show leadership and goodwill. Lindy regularly acts as minute secretary for these meetings to assist in the groups administrative responsibilities.
- In conjunction with Geelong Otway Tourism a membership strategy is also being worked on to service current members and encourage new ones.
- OT provides support to members through the allocation of a \$1000pa Administration fee to each sub LTA. In May each year the four sub LTAs have the opportunity to apply for member projects from a pool of approx \$16000. This system ensures membership fees are being returned to member groups.

### **ACTIONS:** Membership Growth.

- The Membership Committee is developing a strategy for membership growth. They have set a target of 6% annual growth. They have budgeted for, and are working on a Member's needs survey, the results of which will formulate their approach and agenda.
- The Executive Officer has drafted a "Myth Buster" document for circulation to members, which clarifies members' expectations of Otways Tourism, and outlines its role in the administration of membership in the region.
- The Focus groups mentioned above include non-members in an effort to encourage new membership, we are adopting a more inclusive policy rather than excluding participation to non members.
- Our sub LTA groups are encouraged to welcome and nurture potential new members. For example Otway Coast Tourism ensures that established members welcome and assist any new operators to its region.

### 3. Industry development:

***That Otways Tourism Inc directs its resources to enhancing its performance in providing opportunities for industry to improve service and develop new product.***

#### **ACTIONS:**

- We will work with sub LTA's to conduct familiarization tours on a regular basis. Forrest and Birregurra are holding a "Swap Meet" on 12th April. Apollo Bay VIC will visit Otway Coast Tourism on May 1st.
- A full day member's workshop and dinner will be held on May 12th. The series of workshops are being tailored to member's requests. Eg: Liquor Licensing Laws, customer service and what makes a good business.
- Where a new business comes to the Otways we will implement a policy of meet and greet from the Executive Officer and also local members.
- We are exploring a "Mentor Program" where new operators are introduced to a similar business for guidance. Eg Sharon at Otway Brewing Company will meet Nigel from the new Wye General Store.
- The Scholarship Program to educate and encourage graduates to stay and work in the area continues.
- Several Packaging opportunities have been developed. The latest is through "Gumboots and Pearls, Opera in the Otways" where that event will be staged at Cape Otway Light Station. Accommodation providers and local businesses will benefit from the flow on generated by the continuation of this event.
- The 2010 third annual "Otways in Focus" photographic competition has resulted in the Victorian Association of Photographic Societies to hold their annual muster in Apollo Bay. Again this flow on effect will benefit the region and the local community with the increase in participants, new photo images and workshop events run in association with the competition.
- Otways Tourism provided funding in 2009 through our annual sub LTA Grant applications to Otways Scenic Circle to run a workshop on "Pricing and Packaging" and also to the Apollo Bay Chamber of Commerce to run local networking workshops. It anticipated that similar applications will be received for 2010-2011 when applications close in April.
- A workshop will be conducted through the Tourism Excellence program. The subject for the workshop will be "Online Development". This is the current topic that most operators are interested in.
- Operators are also provided all information in relation to industry conferences in Melbourne that would benefit their business.

### 4. Communication with VIC's:

***That Otways Tourism Inc. directs resources to developing a closer relationship with the Coordinators of the VICs to improve communications.***

#### **ACTIONS:**

- The Executive Officer will make regular scheduled meetings with VIC staff to monitor supply of maps and brochures and discuss any issues or challenges.
- Our new Marketing Committee is a perfect tool for communication with the VICs. Included in this group are VIC co-ordinators and Economic Development Officer (Tourism) Mick Cosgriff. We have jointly worked on a collateral review, and are working together to implement its findings and other initiatives. Which include
  - Branded product bags for the VICs.

- Whale flags to fly along the Coast at Wye, Kennett, Sugarloaf and Apollo Bay VIC.
- Formatting and costing of a new hard copy "Otways Holiday Planner".
- Production of a new "Stone Walls " brochure to add to the "Otways Trails Series"

## 5. Collateral development and delivery.

***That Otways Tourism Inc directs resources to ensure collateral development and delivery is completed in a timely manner.***

### **ACTIONS:**

- A new "Brochure Supply" template has been developed, through which the VIC Managers will provide Otways Tourism with a fortnightly update of supplies on line. This will enable early preparation of new stock
- Some surplus funds from this year's budget have been directed to reprinting the most popular brochures to ensure availability of stock.
- Production and distribution of the Media Kit is being finalized.
- We have commenced the development of mini VICs or "Welcome Centres" in small town locations. Display racks are being costed. Forrest will be rolled out first. A MOU between OT and the selected provider is being developed. Colac VIC will conduct some basic training.
- Costing and branding of product bags for VICs has been undertaken. OT branding stickers will be used on small paper bags and larger shoulder bags will be supplied and branded depending on the success of a grant application.
- OT has committed \$2000 to the production of the "Colac Brochure." Final amendments are being made prior to printing.
- Stage 1 of the new on line "Otways Holiday Planner" has been delivered and work has commenced on Stage 2. See [www.theotways.com](http://www.theotways.com).
- A list of content for a new hard copy of Otways touring information has been made and new quotes obtained. This booklet would run in parallel with the new on line "Holiday Planner."

## COLAC OTWAY SHIRE FEEDBACK:

### **Issues / Challenges facing Otways Tourism where Council can assist or understand better.**

1. With the introduction of the Commercial Levy and the Accommodation Levy to the Shire's rating system in 2007 we have lost members who refuse to pay both the Commercial/Holiday Levy and a Membership to OT. Many see this as "double dipping". The Otways has a high proportion of small operators who find these two charges prohibitive and they therefore opt out of tourism membership.

**We urge Council to Review the funding model for Tourism.** In the submission to Council in 2007 by Wine and Food tourism other options were listed and we would encourage Council to revisit these. A system where membership to OT is part of the levy paid to COS would alleviate declining membership, and save OT valuable time in trying to maintain membership numbers. The Surf Coast model where portion of rate payment goes to tourism membership is worth investigating.

2. We understand that while we all await the introduction of Regional Tourism Boards (RTBs) in the Great Ocean Road region from The Regional Tourism Action Plan (RTAP) through Tourism Victoria our agreement and funding from COS could possibly be for a one year term, we believe **Subsequent MOU's and funding should be for a three term with a negotiated funding amount for that period to be adjusted annually based on CPI.** Where we might roll out projects immediately, at present we can only implement them in stages. Eg new brochure/booklet and the on line "Holiday Planner" will take three years to fully develop, due to limited funding. Similarly we are unable to offer our staff, security of employment.

3. The Report concludes with an analysis of the financial implications of the Council taking back the functions of Otways Tourism Inc. Our Board and their member sub LTA's, have contributed countless hours to assist the Shire in the promotion of tourism in the region. It is a disappointing that the report did not make any acknowledgement of this contribution. **This volunteer expertise brings an enormous financial contribution to the Shire.** This contribution includes

1. developing and organising events that attract large numbers of visitors to our region annually
2. Attending 6 weekly board meetings in Colac and Apollo Bay on alternate occasions
3. Board members taking on the responsibility of chairing sub committees of Otways Tourism, such as Marketing, Governance Membership and Finance.

4. **Otways Tourism would welcome a statement of the vision for Tourism in the Otways by the Colac Otway Shire.** As changes in Council occur such a policy statement would allow better continuity for the development of the industry and make the role of OT easier. This vision in conjunction with OT policy would provide a longer term foundation for tourism in the region. A shared vision provides strong leadership and demonstrates a willingness from both parties to prepare for the future and a commitment to an industry that provides \$120 million dollars worth of economic benefits to the Colac Otway region.

#### **Conclusion:**

As the report states, our region and tourism are in a state of flux, which is being driven by the RTAP Review.

The OT Board is committed to ensuring that it has a strong voice and adequate representation on the decision-making bodies for this forthcoming structural review.

We will work closely with Council to ensure that we have a united position to ensure we receive the best possible outcomes for the future of Tourism in the Otways.

Tourism can be a volatile industry. We pay tribute to our operators who provide the product and services to feed this industry and who are the welcomers and interface with visitors.

We also thank the Colac Otway Shire and Councillors for putting their faith in us to be self directional three years ago and for their continued commitment as a funding partner.





OM102804-16

**MEMORANDUM OF UNDERSTANDING GEELONG OTWAY  
TOURISM**

|             |                                       |           |            |
|-------------|---------------------------------------|-----------|------------|
| AUTHOR:     | Mike Barrow                           | ENDORSED: | Jack Green |
| DEPARTMENT: | Sustainable Planning<br>& Development | FILE REF: | GEN 00184  |

**Purpose**

This report addresses the proposed renewal of the Memorandum of Understanding between Colac Otway Shire and Geelong Otway Tourism for the period 1 September 2010 to 30 June 2011.

**Declaration of Interests**

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

**Background**

Geelong Otway Tourism Inc (GOT) was formed in 1993 and provides an industry-based tourism partnership between the City of Greater Geelong, Shires of Surf Coast, Golden Plains, Colac Otway and the Borough of Queenscliffe. The Memorandum of Understanding (MoU) provides the foundation of the relationship between the signatories, clarifying the roles and responsibilities of all parties.

Geelong Otway Tourism Inc is directed by a Board of 12 delegates who represent the industry and municipal membership base (i.e. a delegate from each Local Tourism Association and each member Municipal Council (except Golden Plains Shire) and four skills based delegates. Colac Otway Shire is currently represented by the Council appointed Board member Cr Lyn Russell and the Otways Tourism appointed Board member John Riches. The Board is structured to ensure that it is industry driven whilst still recognising the valuable and critical partnership with local government.

GOT five core areas of responsibility:

1. *Partnerships*  
Forge and maintain partnerships with the tourism industry, the community and all levels of government.
2. *Infrastructure & Services*  
Provide industry research data to the market place and represent the tourism industry and the regional interests as a lobbyist for appropriate and sustainable infrastructure and services.
3. *Product Development*  
Encourage the development of tourism product and experiences enhancing the region's competitive strengths.
4. *Industry Professionalism*  
Enhance the visitor experience by improving industry professionalism and customer service.
5. *Marketing*  
Undertake intrastate and interstate marketing of the region focussing on competitive advantages and addressing challenges of seasonality, length of stay and yield.

The GOT Business Plan 2007 - 2010 had a focus on four fundamentals as follows:

1. *Demand*

- Understand market requirements and trends
- Implement strategic marketing activities in partnership with the tourism industry and partners.

2. *Supply*

- Facilitate access to programs that improve capability and capacity of industry
- Ensure tourism product in the region meets market demands
- Advocate tourism infrastructure as a development priority.

3. *Partnerships*

- Lead a united, co-operative and co-ordinated industry with open and effective communication between all sectors
- Maintain effective partnership with relevant organisations at all levels of government
- Encourage communities to be informed, supportive and active partners
- Secure resources to allow effective operations.

4. *Governance*

- Maintain and enhance sustainable framework
- Implement industry best practice standards for accountability and transparency.

GOT will engage its Board and membership over the next three months in a strategic planning process to determine action over the next financial year as well as the GOT position on the restructure of regional tourism. Council is represented on the GOT Board and will have input into this discussion.

### **Council Plan / Other Strategies / Policy**

The Council Plan (2009 – 2013), clearly identifies tourism and economic development as a key result area for the Colac Otway Shire.

It is supported in the Colac Otway Shire Tourism Review (2006)

*...”GOT is considered one of the most successful Regional Tourism Associations in the country, and its structure and performance is often used as a benchmark for Local Government regions across Australia.”*

The G21 the Geelong Regional Plan, also supports the partnership.

*“A regional approach is required to develop and guide strategies, measure results and facilitate multi agency long term solutions for the future of the region*

### **Issues / Options**

The only outstanding issue related to the GOT partnership is the future of GOT in the restructure of regional tourism. GOT has requested an interim extension of the current three year 2007 – 2010 MoU, from 1 September 2010 to 30 June 2011 while the restructure is completed. This will bring the MoU in line with the end of the financial year and the completion date of the recommended extension of the Otways Tourism Service Agreement, also subject to the outcome of the restructure of regional tourism

Council has the option to sign, or not sign, the MoU.

The recommended option is to sign the new MoU for the period 1 September 2010 to 30 June 2011.

### **Proposal**

It is proposed that Council resolve to sign the MoU for the period 1 September 2010 to 30 June 2011.

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

The expected Council GOT contribution for 2010/2011 of \$80,000 has been recommended in the draft Council Budget. There is no increase to the figure because of the extension of the time period as all contributions in the past have been allocated to financial year budgets despite the term of the MoU being outside that financial year cycle.

This amount of \$80,000 is 6% of the total municipal partners' contribution to the annual administration budget. Council funds are only applied to the administration budget so as to exclude expenditure that is explicitly targeted at other regional areas e.g. Visitor Information Centres, GOT Conferences, Destination Geelong and Destination Bellarine marketing campaigns.

Contribution per Council:

|       |                         |
|-------|-------------------------|
| 6%    | Colac Otway Shire       |
| 6%    | Surf Coast Shire        |
| 0.5%  | Golden Plains Shire     |
| 1%    | Borough of Queenscliffe |
| 86.5% | City of Greater Geelong |

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

The partnership with GOT has not to this date presented any risk related issues. The only risk related to signing the new MoU would be in the public perception of Council if a decision was made not to sign, in that Council has entrenched support for regional partnerships in the Council Plan.

Without active partnership and leadership, tourism to the region would decline adversely impacting on the economic and social wellbeing of the residents and particularly those people in business and employed as a result of tourist expenditure.

### **Environmental and Climate Change Considerations**

GOT has a commitment to sustainable tourism. GOT is working in partnership with a number of Federal, State and Local Government agencies, community organisations and the private sector on "Green Globe." The aim, in a sustainable and measurable way, is to increase industry profitability, community acceptance of tourism, ensure visitor satisfaction and protect the environment.

### **Community Engagement**

This report on the proposal to extend the current MoU to 30 June 2011 by signing a new 10 month MoU, has not included a review of the performance of GOT over the period of the current MoU. As the value of the partnerships to Colac Otway Shire and the principle of these kinds of regional partnerships are recognised in the Council Plan, no community engagement is recommended regarding this proposal.

It would be reasonable to expect a thorough examination of any new partnership recommended by the restructure of regional tourism whether or not this included GOT in its current or other form. This examination would include a community engagement strategy based on the Council Policy adopted in January 2010.

The resolution of Council on this proposal will be communicated to GOT by a letter from the CEO.

### **Implementation**

The expected Council GOT contribution for 2010/2011 of \$80,000, has been recommended in the draft Council Budget.

### **Conclusion**

Tourism is a growing industry that generates significant direct expenditure, infrastructure and facility investment and creation of jobs. The GOT, Tourism Research and Impact Assessment - Colac Otway Shire (June 2007) indicates a strong outlook for the region and Colac Otway Shire. There will be an updated Impact Assessment delivered in 2010 that is expected to indicate a continued growth for the local industry.

Cooperative relationships with regional partners are essential to the ongoing growth of tourism in the Colac Otway Shire. The tourism industry is made up of numerous small business operators who could not afford to conduct research projects, marketing campaigns or successfully lobby government for support. Through industry contribution to GOT they are able to benefit from combined effort. The industry is well supported in this region by the local government partners in GOT, who also individually could not to the same extent conduct research projects, marketing campaigns or successfully lobby state and federal governments for support.

The five local government partners in GOT are also the partners in G21 which reinforces the importance of regional cooperation:

*"A regional approach is required to develop and guide strategies, measure results and facilitate multi agency long term solutions for the future of the region."* (G21 the Geelong Regional Plan- a sustainable growth strategy).

It is proposed that Council resolve to sign the MoU for the period 1 September 2010 to 30 June 2011. This will bring the MoU in line with the end of the financial year and the completion date of the recommended extension of the Otways Tourism Service Agreement also subject to the outcome of the restructure of Regional Tourism

### **Attachments**

1. Geelong Otway Tourism Memorandum of Understanding

### **Recommendation(s)**

***That Council, subject to budget approval, resolve to sign the Memorandum of Understanding from 1 September 2010 to 30 June 2011 with Geelong Otway Tourism.***

~~~~~\ ~~~~~

Geelong Otway Tourism

Memorandum of Understanding

Extension
Until the 30th June

2011



MEMORANDUM OF UNDERSTANDING

between

GEELONG OTWAY TOURISM INC.

Busport, Level 1, 48 Brougham Street, Geelong ("G.O.T.")

and

MEMBER MUNICIPALITIES

comprising:

| | |
|---|----------------------------------|
| GREATER GEELONG CITY COUNCIL | 30 Gheringhap Street, Geelong |
| SURF COAST COUNCIL | 25 Grossmans Road, Torquay |
| COLAC OTWAY SHIRE COUNCIL | 2 Rae Street, Colac |
| QUEENSCLIFF BOROUGH COUNCIL | 50 Learmonth Street, Queenscliff |
| GOLDEN PLAINS SHIRE | 2 Pope Street, Bannockburn |

(collectively called "the Councils")

RECITALS:

A. Geelong Otway Tourism is an association incorporated for the purposes of marketing and developing tourism within the municipal districts of the member Councils.

B. Geelong Otway Tourism has prepared and adopted the attached Business Plan, which details the marketing and development initiatives, and performance targets have been established to monitor performance.

C. The Councils are members of Geelong Otway Tourism. The annual subscription fee shall be determined as per the ratio contribution outlined under Resourcing 1.5, and in consultation with the CEO's of the Councils and the Executive Director of Geelong Otway Tourism. In lieu of payment of the annual subscription the Greater Geelong City Council meets the administrative and staffing costs of Geelong Otway Tourism.

D. The tourism industry as represented through the local tourist organisations and municipal tourism committees funds the marketing program of Geelong Otway Tourism through annual subscription and direct advertising. The marketing budget is further supplemented by sponsorship and relevant Federal and State Government grants.

E. In order to achieve greater certainty of Council support for Geelong Otway Tourism over the period and commitment from Geelong Otway Tourism to the implementation of the business plan, the parties have recorded their understanding of the relationship and obligations between the parties. The parties as signatories to this document understand and record the following:

1. RESOURCING

1. Geelong Otway Tourism will dedicate financial resources to the implementation of the regional marketing and development initiatives as detailed in the business plan.
2. The City of Greater Geelong having regard to its overall budgetary constraints shall continue to provide at its cost, resources to staff accommodate and allow effective administration of Geelong Otway Tourism.
3. The City of Greater Geelong shall continue to provide dedicated resources to Geelong Otway Tourism to seek, and support conferences and meetings, within the municipality.
4. The City of Greater Geelong shall continue to provide dedicated resources to Geelong Otway Tourism to coordinate the staffing (volunteers and council staff) and operations of the local and regional Visitor Information Centres located within the municipality.
5. The Councils will continue to provide financial resources to Geelong Otway Tourism via annual subscription to support staffing, administration, marketing and development initiatives as detailed in the business plan. The ratio of contribution between each Council shall be at the fixed rate of:
 - City of Greater Geelong 86.5%
 - Surf Coast Shire 6.0%
 - Colac Otway Shire 6.0%
 - Golden Plains Shire 0.5%
 - Borough of Queenscliffe 1.0%
6. In addition to this the municipal membership annual contribution will also be adjusted by the increase in CPI movements.
7. The Councils will each be responsible for the provision of dedicated staff to further develop and coordinate local tourism whilst recognising that Geelong Otway Tourism will be the primary body promoting the region on behalf of the industry as represented by the local associations and the member Councils.
8. Geelong Otway Tourism will support Councils to attract tourism related investment and tourism infrastructure and where appropriate will work closely with Councils' Economic Development Boards and relevant Council officers.

2. ACCOUNTABILITY & COMMUNICATION

9. Geelong Otway Tourism will present to the Councils an acceptable annual progress report that details performance against key targets established in the business plan and outlines the marketing program and key result areas to be achieved by the board in the forthcoming financial year.
10. Geelong Otway Tourism will provide Council with regular statistical reports relating to the tourism performance of the region.
11. The Executive Director of Geelong Otway Tourism will, consult with Councils' Chief Executive Officers prior to establishing Councils annual subscriptions. To allow for Council budget consideration this will occur by May 31 each year.

12. The Councils recognise the independent role, structure, mission and expertise of Geelong Otway Tourism and understands the function includes being an independent advocate for the tourism industry. This role also includes being a tourism industry voice in the local and national media.

13. Geelong Otway Tourism will on request attend any Council meeting to discuss / present tourism related issues.

14. Geelong Otway Tourism in addition to holding board meetings approximately every six weeks and will regularly communicate with Councils, relevant staff and the industry membership of the local associations.

15. The Councils will encourage local and municipal tourism officers to attend regular designated staff meetings with Geelong Otway Tourism staff, and to communicate with the Geelong Otway Tourism office on a regular basis.

16. Geelong Otway Tourism will instigate and maintain a program of communication with members through local associations that ensures members are fully informed of Board activities and marketing program.

3. VISITOR INFORMATION CENTRES

17. The staffing, management and operations of Local Visitor Information Centres will be the responsibility of Councils, nominated bodies of Councils or Local Associations.

18. The Councils recognise the regional role of the Geelong Great Ocean Road Visitor Information Centre located at Stead Park Corio (proposed to relocate during the term of the M.O.U.).

19. Geelong Otway Tourism will coordinate the implementation of consistent display and distribution policies for all Visitor Information Centres in the region.

20. Visitor Information Centre Co-ordinators from the Geelong Otway Region will meet on a regular basis to co-ordinate training, management and centre operations and to distribute relevant marketing materials.

4. SUSTAINABLE TOURISM

21. The Councils recognise the strengths and benefits of a sustainable tourism approach that will ensure the long-term survival of the tourism industry and to encourage industry best practice.

22. Geelong Otway Tourism will coordinate the implementation of sustainable tourism initiatives in conjunction with local and municipal officers and will communicate progress to municipal partners as part of annual reporting procedures.

23. Geelong Otway Tourism will support the Councils efforts to attract funding for additional sustainable tourism initiatives. Geelong Otway Tourism will continue to source State and Federal funding support for regional initiatives.

24. The Councils will promote the local initiatives and encourage participation in their implementation through communications with local communities and other key stakeholders.

5. GENERAL

- 25.** Geelong Otway Tourism will not expand its membership base to include new municipal members unless agreed to by the board and all existing municipal members.
- 26.** Geelong Otway Tourism will coordinate industry training and tourism policy formulation to ensure a consistent approach and application to tourism across the region.
- 27.** If any dispute or difference arises between the parties in carrying out the principles of this memorandum of understanding, the parties will seek bona fide to resolve that difference or dispute between them. Should a Council wish to withdraw its membership of Geelong Otway Tourism then written notice must be given twelve months in advance of ceasing membership. Such notice will allow appropriate modifications to the business plan and budget process.
- 28.** Notwithstanding clause 27, each party maintains the right to exercise its individual powers as it sees fit. This memorandum of understanding lapses three years after the date it is signed and may be renewed or renegotiated by further agreement between the parties.

Geelong Otway Tourism Memorandum of Understanding Extension Until the 30th June 2011

DATED this day of 2010

SIGNED on behalf of:)
GEELONG OTWAY TOURISM INC.)
by its duty authorised representative:)

.....
Witness

SIGNED on behalf of the:)
CITY OF GREATER GEELONG COUNCIL)
by its duty authorised representative:)

.....
Witness

SIGNED on behalf of the:)
SURF COAST SHIRE COUNCIL)
by its duty authorised representative:)

.....
Witness

SIGNED on behalf of the:)
COLAC OTWAY SHIRE COUNCIL)
by its duty authorised representative:)

.....
Witness

SIGNED on behalf of the:)
BOROUGH OF QUEENSLIFFE COUNCIL)
by its duty authorised representative:)

.....
Witness

SIGNED on behalf of the:)
GOLDEN PLAINS SHIRE COUNCIL)
by its duty authorised representative:)

.....
Witness

OM102804-17

ONDIR QUARRY CONSULTATIVE COMMITTEE

| | | | |
|-------------|------------------------------------|-----------|---|
| AUTHOR: | Doug McNeill | ENDORSED: | Jack Green |
| DEPARTMENT: | Sustainable Planning & Development | FILE REF: | GEN450/Planning/Ondit Quarry Consultative Committee |

Purpose

To note the status of the preparation and finalisation of a Terms of Reference for the Ondit Quarry Consultative Committee.

Declaration of Interests

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

Background

The Ondit Quarry is located at 75 Potters Road, Ondit on the corner of Potters Road and Ondit Warrion Road. The quarry has operated for approximately 35 years extracting basalt which is used both within local and regional markets, and is currently run by Holcim (formerly Cemex Australia P/L). A planning permit (PP230/07) was issued in March 2008 for an extension of the quarry into land adjoining the site to the south of approximately 40 hectares. The following conditions were included in the permit, reflecting conditions that had been included on previous permits authorising the quarry operations:

19. The Responsible Authority shall provide for secretarial support for a Quarry Consultative Committee, comprising:
 - a. A Convenor and one person (who may be the Secretary) nominated by and representing the Responsible Authority.
 - b. One or two representatives of the permit holder.
 - c. A representative of the Department of Natural Resources and Environment (with quarry responsibility).
 - d. Two representatives of local residents.
20. Meetings of the Quarry Consultative Committee shall be convened on a regular basis and at least twice per year by the Responsible Authority, and shall be attended by at least one representative of the Responsible Authority and at least one representative of the permit holder to the satisfaction of the Responsible Authority.
21. The Consultative Committee shall record and consider all matters raised by representatives which reasonably pertain to the impact of the quarry operations and the permit holder shall have regard to the recommendations of the Consultative Committee, to the satisfaction of the Responsible Authority.
22. The reasonable costs of the Consultative Committee shall be borne by the permit holder to the satisfaction of the Responsible Authority.

The consultative committee originated in the 1990s when VCAT determined a planning permit application where there had been concerns expressed by nearby residents in relation to issues including noise, dust, groundwater, blasting and compliance of the quarry with

permit conditions relating to these matters. The two local resident representatives on the committee were objectors to that application.

Cr Higgins is the current Councillor representative and meetings are generally held in May/June and November/December each year to consider reports on environmental monitoring produced by the company under the Work Authority issued by the Department of Primary Industries (DPI) and the planning permit conditions.

Officers have worked with the consultative committee over the last twelve to eighteen months to develop a terms of reference that provides additional guidance to the operation of the committee and, in particular, to the way in which the community representatives are chosen. The process of how this occurs is currently not documented, and there is no defined term for the length of time these persons are represented on the committee.

Council considered a report on this matter in June 2009, where Council officers were recommending that community comment be sought in relation to the draft terms of reference. The Council resolved to place the document on exhibition for six weeks and to consider a further report on submissions. This resolution has not been acted upon for the reason outlined below.

Since the resolution, officers have been liaising with the Department of Primary Industries (DPI) which has published "*Guidelines for Victoria's Mineral and Extractive Industries – Environmental Review Committees*". It is common for committees such as the one for the Ondit Quarry to be established as a condition of work authorities or planning permits, depending of the individual circumstances of the proposal. The DPI Guidelines provide direction on how these committees should operate. Officers have now reviewed the draft terms of reference for the Ondit Quarry to be consistent with the guidelines.

Council Plan / Other Strategies / Policy

The consultative committee operates under the requirement of various planning permits authorising the use of the site at 75 Potters Road for a quarry.

Issues / Options

The consultative committee is not an advisory committee or Section 86 Committee of Council. Rather it operates under the auspices of a number of planning permits issued for the Ondit Quarry and the role of Council is to be represented on the committee and to assist in administering the committee.

Since the June 2009 Council resolution, it has become clear that the responsibility for determining a terms of reference for the consultative committee is the committee itself, and not Council. The guidelines specifically refer to committees developing their own code of conduct or charter for operation. The guidelines further give guidance about how community representatives may be chosen, with the option of voting by the public at a publicly advertised meeting after a call for nominations.

It would therefore be inappropriate for Council to continue with the process resolved previously which was to seek public submissions on the terms of reference for its operation.

Proposal

It is proposed that Council note the process being undertaken by the Ondit Quarry Consultative Committee to finalise its own terms of reference for its operation.

Financial and Other Resource Implications

There are no financial implications arising from this report.

Risk Management & Compliance Issues

The Ondit Quarry Consultative Committee operates under conditions of previous planning permits issued for the quarry operation. The development of terms of reference for the committee will ensure that it continues to meet the requirements of the planning permits in an appropriate manner.

Environmental and Climate Change Considerations

There are no environmental or climate change implications arising from this report.

Community Engagement

The consultative committee has been engaged in the development of a terms of reference, and will consider a final version for adoption at its next meeting.

Implementation

The consultative committee will meet to adopt the terms of reference for the committee, followed by public advertisements placed in the local newspapers advising of a public meeting to confirm the two community representatives on the committee.

Conclusion

Council considered an officer report in June 2009 that recommended seeking public submissions on a draft terms of reference for the consultative committee, however DPI guidelines in relation to the operation of such committees have been provided to Council that have assisted in refining the terms of reference. The guidelines recommend that committees be responsible for establishing their own terms of reference, hence Council does not have a formal role in this process. This report asks that Council note the process being followed by the committee on this matter.

Attachments

Nil

Recommendation(s)***That Council:***

- 1. Notes the current process being followed by the Ondit Quarry Consultative Committee to establish its own terms of reference.***
- 2. Acknowledges it does not have responsibility for adopting the terms of reference, and that this is the responsibility of the committee itself.***
- 3. Notes the change of procedure in relation to the establishment of the terms of reference for the Ondit Quarry Consultative Committee.***

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**OM102804-18****SALE OF COUNCIL LAND - 50 MAIN ROAD BEECH FOREST (OLD BEECH FOREST COUNCIL DEPOT)**

|             |                                    |           |            |
|-------------|------------------------------------|-----------|------------|
| AUTHOR:     | Michael Cosgriff                   | ENDORSED: | Jack Green |
| DEPARTMENT: | Sustainable Planning & Development | FILE REF: | GEN00414   |

**Purpose**

To seek Council endorsement to proceed with the sale of Council land located at 50 Main Road, Beech Forest by Private Treaty.

**Declaration of Interests**

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

**Background**

Colac Otway Shire owns a parcel of land located at 50 Main Road, Beech Forest. The site, just over 800m<sup>2</sup>, was previously used by Council as a depot for general road maintenance including the servicing and storage of equipment and materials for road maintenance. The site is currently zoned as Township Zone (TZ) and has previously been used for commercial uses.

The Economic Development unit was approached with a proposal to develop a bakery/café modelled on the original Beech Forest Bake House on this site. Currently there are no other facilities similar to this in Beech Forest and a development of this kind would be seen as beneficial to the economic and social development of the town. To facilitate this, the Shire would be required to sell the land.

Following discussions with Council, a process was agreed to undertake the advertising and sale of the land in accordance with Council's Sale and Exchange of Council Land Policy.

The sale price was negotiated following an independent valuation and negotiations with the proponent and a report was prepared for Council to proceed with the sale. However, it was agreed in the November 2009 Councillor workshop that the intention to dispose of the land be advertised prior to establishing a negotiated position. It was agreed that the consultation period be for a period of six weeks, which is the minimum time required by the Colac Otway Shire Community Engagement Policy 2010. It should be noted that whilst this policy was yet to be formally adopted, it was considered prudent to proceed with that policy in mind, at the same time as ensuring all aspects of the old policy were upheld. The advertisement was placed in the Colac Herald on 18 December 2009 with a closing date of 29 January 2010.

This consultation period spanned the 2009/10 Christmas period and the media release announcing the consultation period was not run by the Otway Light, the local print media for the Beech Forest area, as it goes into recess over the Christmas period. The consultation period was extended to ensure the Otway Light was able to publicise the intention of Council to dispose of the land, with a new closing date of 19 March 2010.

*Advertisement that was provided to Otway Light and other media.*



**Colac Otway**  
SHIRE

**NOTICE OF INTENTION TO SELL LAND.**

*“Colac Otway Shire (Council) hereby gives notice under Section 189 of the Local Government Act 1989 (the Act) that it intends to set its land described below by Private Treaty.*

*The land is located at 50 Main Road, Beech Forrest, Lot 1 on TP 537433K (formerly known as part of Lot 4 on Plan of Subdivision 004434) as shown on the plan below, being all the land in certificate of title Volume No. 07299, Folio 720. It is approximately 800m<sup>2</sup> in size.*



*Land is shown as block 50*

*Any person proposing to make a submission under section 223 of the Act must do so within 42 days of the publication of this notice –19 March 2010.*

*All submissions should be addressed to the Chief Executive Officer and can be hand delivered to Council's office at 2 – 6 Rae Street Colac or posted to the following address:*

*The Chief Executive Officer  
Colac Otway Shire  
PO Box 283  
COLAC VIC 3250*

*Any person requesting to be heard in support of his or her submission is entitled to be heard before Council (of a Committee established by Council for this purpose) or*



*be represented by a person acting on his or her behalf and will be notified of the time and date of the hearing.*

*Rob Small  
Chief Executive Officer"*

One submission has been received relating to the notice of intention to sell land and this has been addressed in the Issues/Options section of this report.

### **Council Plan / Other Strategies / Policy**

Sale and Exchange of Council Land Policy May 2008.

### **Issues / Options**

The land was used as a Council depot until the 1990s and Council currently has no future plans for the site. As such this is seen as an opportunity to not only realise the value of the asset but to also assist small business within the Shire.

The land was used as a municipal works depot for over 30 years. An Environmental Site Assessment has noted that this would not preclude the use of the site as a commercial facility, specifically a bakery.

Beech Forest is located close to many popular tourist attractions, including the Otway Fly, Triplet Falls, Beauchamp Falls and Hopetoun Falls. In addition to this, Turtons Track, a popular tourist drive, has recently been sealed and reopened, which will increase the traffic into the town.

Council had the option to advertise the sale of the land by either calling for expressions of interest or sell the land via public auction, however there is an option under Council's "Sale and Exchange of Council Land Policy" to negotiate a sale price with the proponent of the bakery based on the current valuation, and to advertise this negotiated position. This was the favoured option given the desire to sell the land to a specific party for a small business proposal which has potential to enhance the social and economic well-being of the Beech Forest Township. It would present a transparent approach to the sale from the public's point of view, by clearly articulating Council's intent, and seeking submissions on this basis.

Council directed in the November 2009 Councillor Workshop that the intention to dispose of the land be advertised, with submissions sought, prior to a negotiated position being arranged subject to the outcome of the submission process. This has been completed with one submission having been received. The submission raised a number of issues:

- Any potential sale of the land will require the relocation of the current waste transfer station, including appropriate community consultation.

#### **Response:**

This will be undertaken in the course of the sale.

- In relation to the suitability of the site following the completion of the environmental site assessment, the submission states that "*I believe that Council should bring this new information to the attention of relevant local organisations (eg CFA, SES, CERT, Red Cross, Beech Forest Progress Association etc) to confirm that this knowledge does not change their level of interest in the site.*"

#### **Response:**

The intention to dispose of the land was advertised twice and a total of twelve weeks were available for public consultation regarding the sale. No correspondence was

received from any of the above mentioned bodies. It would be reasonable to assume that they have no interest in the site.

- The submission, on a number of occasions, notes that any transfer of ownership should also transfer any ongoing liability from Council due to site contamination.

**Response:**

Council has received legal advice that the best option would be to enter into an agreement under Section 173 of the *Planning and Environment Act 1987* with the new owner to ensure that future owners of the site are made aware of the Environmental Site Assessment and its implications for use of the site. The agreement would contain provisions that the site not be used for a sensitive use unless it can be demonstrated to the satisfaction of the Council and the EPA that site contamination had been satisfactorily addressed. This will avoid later claims by subsequent purchasers that they were not aware of the issue, and provide for public safety by ensuring full disclosure of the issue. The need to enter into a S173 Agreement would need to be included as a condition of sale.

- The submission seeks to ensure that a process is undertaken which “*does everything practically possible to maximise the return to the ratepayers on any sale of the land in question.*”

**Response:**

All of the appropriate processes as outlined in the Colac Otway Shire Sale and Exchange of Land policy and Section 189 of the *Local Government Act 1989* have been followed. In addition to this, an independent valuation of the land has been obtained to ensure that a correct valuation be used for the sale.

- The submission questions the adequacy of the public notice advertisement.

**Response:**

The notice is one that has been used numerous times by Council for other instances similar to this.

- The submission raises the question as to why the first report regarding the potential sale was presented to Council in committee.

**Response:**

This report was considered In Committee under the *Local Government Act 1989 Section 89 (2) (h)* as the matter may have prejudiced Council or any person for reasons of commercial confidentiality.

- The submission seeks to ensure that the process to sell land will be in the best interests of the community and that, other than public auction, public tender or registration of expression of interest, the process be explained to the public.

**Response:**

All of the appropriate processes as outlined in the Colac Otway Shire Sale and Exchange of Land policy and Section 189 of the *Local Government Act 1989* have been followed.

- The submission then proceeds to note that any development within the township would be beneficial stating “*I personally would certainly support the use of the land for the provision of additional services and/or income to the community.*”

**Response:**

Currently there are no other facilities similar to this in Beech Forest and a development of this kind would be seen as beneficial to the economic and social development of the town.

- It is raised that a probity auditor be appointed to oversee the transaction.

**Response:**

All of the appropriate processes as outlined in the Colac Otway Shire Sale and Exchange of Land policy and Section 189 of the *Local Government Act 1989* have been followed and legal advice relating to the process and planning legislation has been received during this time. It is the opinion of officers that a probity auditor would be an unnecessary expense and would not provide value at this stage of the process.

- Finally, the submission provides support for a business development on the site by stating that the submitter himself would like to be in a position to make a formal offer to purchase the land for an opportunity the submitter is “*currently developing*”.

**Response:**

The proposal under development is for bike hire and pick up business for riders on the Beechy rail trail plus a small shop offering refreshments and souvenirs. The submission indicates that this proposal is in the ‘idea’ stage at this point. It should be noted that the submitter has not made a formal offer to purchase the land and has only indicated that he ‘...would like to be in a position to make a formal offer...’

**Option 1** is that Council proceed with the sale of the land by private treaty to the original proponent for the purposes of development of a Bakery/Cafe and that Council enter into an agreement under Section 173 of the *Planning and Environment Act 1987* with the new owner to ensure that future owners of the site are made aware of the Environmental Site Assessment and its implications for use of the site.

**Option 2** is that Council direct officers to proceed with the disposal of the land by a public tender process. The tenders would be assessed not only on price but also on the ability to establish a viable business and provide significant benefit to the community.

**Option 1** is the preferred option as the Sale and Exchange of Council Land Policy requires that the sale of any Council owned land must provide the maximum benefit for the both the Shire and the local community. The Bakery/Café proposal is more likely to be viable and provide greater benefit to the community.

Currently bike hire businesses throughout the Shire are an integrated part of a larger business as bike hire on its own is not viable. An example of this is that bike hire is available from ‘The Bike Shop’ in Colac, however the shop also sells and services bicycles. Bike hire is also available in Forrest, from a business that makes it primary income from other nature based activities.

In Apollo Bay, bike hire is available from a business that also hires other recreation equipment and offers various guided recreation activities, such as surfing and sea kayaking. While bike riding and trail riding are becoming increasingly popular, bike hire on its own, despite the proposed support of a small shop selling refreshments and souvenirs, would not be likely to be viable now or in the immediate future.

The Bakery/Cafe proposal is a more viable option given the greater likelihood of regular use by local residents, the ability to appeal to a wider range of visitors and the potential for expansion of the market to other townships through wholesale arrangements with other shops. The Bakery/Café would also create local jobs.

The bike hire proponent states in his submission that his proposal is in the 'idea' development stage. The Bakery/Café proponent is ready to commence development. The Bakery/Café has good prospects of financial viability, would create local jobs and provide benefit to the community as a supplier of high quality goods, adding to the liveability of the township and as an attractor to the many tourists travelling through the Otways.

### **Proposal**

It is proposed Council support the sale of land at 50 Main Road, Beech Forest by private treaty. Under the rules of Sale of Land by Private Treaty, once a position has been negotiated with the proponent, this position must be advertised to the general public. Given that there has already been 12 weeks available for the public to comment, and that only one submission has been received, it is also proposed that the sale proceed without the requirement of any further public consultation.

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

Council officers will be required to prepare the appropriate documentation for the sale and have already completed the environmental site assessment. Council stands to realise the value of an asset that has long since ceased to be useful. The most recent valuation was undertaken in 2009, however another valuation is required as a valuation which is no more than six months old at the time of the sale, needs to be considered as part of the sale process.

It is not envisaged there would be any cost to Council associated with decontamination of the site as this will not be necessary for the proposed use (see discussion in the Risk Management and Compliance Issues section below).

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

As outlined in the Council report of August 2008, the risks to Council in this transaction will be minimised by officers using the procedures outlined in the Sale and Exchange of Council Land Policy.

Given that negotiations have been underway with the proponent, as per the directions of the 2008 Council resolution, there is a risk to Council's reputation if it does not choose to proceed with the 'Sale by Private Treaty' option to sell the land. Legal advice suggests that Council has however, not entered into a binding contract with the proponent and as such is not legally obliged to continue with the sale in this fashion.

An Environmental Site Assessment has been conducted on behalf of Council by Chadwick T & T Pty Ltd to ensure that the land is suitable for a commercial development having regard to its past use as a depot.

The report concludes that "*The reported concentrations of contaminant, reported to be present in the soil and fill affected at the site do not preclude the use of the site as a commercial facility, specifically a bakery*". The Assessment report further states that "*Based on our findings of these works, Chadwick T & T advise that further assessment works and a statutory environmental audit conducted in accordance with provisions of the Environmental Protection Act 1970, would be required in the event that the land use was proposed to be changed to a more sensitive use (for example, residential or recreational uses)*". Given the proposed nature of the intended use, site decontamination is not necessary for the proposed

sale and there is no legal requirement for this to occur. Contamination issues will need to be formally considered at the planning permit stage.

Legal advice has been received however, that it will be important for Council to give full disclosure of the site's current contamination as part of the sale process to avoid future liability associated with the issue.

The advice is that given the uncertainty of the land use once its ownership has passed into private hands, Council should enter into an agreement under Section 173 of the *Planning and Environment Act 1987* with the new owner to ensure that future owners of the site are made aware of the Environmental Site Assessment and its implications for use of the site.

The agreement would contain provisions that the site not be used for a sensitive use unless it can be demonstrated to the satisfaction of the Council and the EPA that site contamination had been satisfactorily addressed. This will avoid later claims by subsequent purchasers that they were not aware of the issue and provide for public safety by ensuring full disclosure of the issue. The need to enter into a S173 Agreement would need to be included as a condition of sale.

The land has a drainage easement on the western side of the property which was created prior to Council purchasing the land. Advice from the Infrastructure Department is that the easement has no infrastructure within it and there are no plans to install any at present. Advice from the Planning Department is that if the land is sold with the easement in place, this would provide for the possibility of the installation of infrastructure in the future if required. The purchaser would have the option of applying to either remove the easement, which would require a full assessment of future drainage needs by the Infrastructure Department, or to seek consent to construct the new bakery over it.

Consent to build over an easement can be granted at the Building Permit stage where the building does not affect the assets within the easement and, subject to agreement by the land owner to remove any structures necessary, if Council needed to access the easement.

### **Environmental and Climate Change Considerations**

As noted above, an Environmental Site Assessment has been conducted and it concludes that the concentrations of contaminants found to be present do not preclude the use of the site as a commercial facility, such as a bakery.

### **Community Engagement**

In accordance with the Council's Sale and Exchange of Council Land Policy, in excess of six weeks public notice has been given of the proposal to sell the land. One submission was received.

Advertising was done through local print media, including the Colac Herald and the Otway Light.

Following Council's recommendation the public will be informed about the decision. Letters will be sent to the proponent and the submitter outlining the outcome.

### **Implementation**

In accordance with the provisions of the *Local Government Act 1989* and Council's "Sale and Exchange of Council Land Policy", this report has been prepared for Council to provide information regarding the submission. Should Council choose to proceed with the sale, a current valuation will be provided to the proponent to ensure that they are still willing to proceed with the sale. Council officers will then proceed with the sale of 50 Main Road,

Beech Forest and also enter into agreement under Section 173 of the *Planning and Environment Act 1987* with the new owner.

### **Conclusion**

Beech Forest is a town that is lacking in commercial activities and in need of this kind of development. The proposal to establish a business on a Colac Otway Shire site in Beech Forest meets that need. The sale of this parcel of land to allow for this development will enhance the economic and social environment of Beech Forest.

### **Attachments**

Nil

### **Recommendation(s)**

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

- 1. Note the submission received following the period of public consultation relating to the sale of Council land – 50 Main Road Beech Forest.***
- 2. Endorse the proposed sale of 50 Main Road, Beech Forest by private treaty as per the Sale and Exchange of Council Land Policy and consent to Council Officers proceeding with the sale, including the obtaining of a current valuation.***
- 3. Enter into an agreement under Section 173 of the Planning and Environment Act 1987 with the new owner as a condition of the sale.***

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IN COMMITTEE

Recommendation

That pursuant to the provisions of Section 89(2) of the Local Government Act, the meeting be closed to the public and Council move "In-Committee" in order to deal with:

| SUBJECT | REASON | SECTION OF ACT |
|--|--|--------------------------------|
| Report From Delegate to Other Bodies | this matter deals with personnel matters; AND this matter deals with contractual matters; AND this matter may prejudice the Council or any person | Section 89 (2) (a) (d) (h) |
| Confidential Memo for Consideration - Financing Key Projects | this matter deals with personnel matters; AND this matter deals with contractual matters; AND this matter deals with a proposed development; AND this matter may prejudice the Council or any person | Section 89 (2) (a) (d) (e) (h) |