



Colac Otway  
SHIRE

**AGENDA**

ORDINARY COUNCIL MEETING

OF THE

COLAC-OTWAY SHIRE

COUNCIL

27 OCTOBER 2010

at 3:00 PM

COPACC

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

27 OCTOBER 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 on 27 October 2010 at 3.00 pm.

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## **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.

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.'

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 22/09/10.**

**Recommendation**

***That Council confirm the above minutes.***

**OFFICERS' REPORTS**

**Chief Executive Officer**

OM102710-1 CEO'S PROGRESS REPORT TO COUNCIL  
OM102710-2 COUNCIL MEETINGS FOR 2011

**Corporate and Community Services**

OM102710-3 CORANGAMITE REGIONAL LIBRARY CORPORATION (CRLC) DEED OF AMENDMENT  
OM102710-4 COUNCIL ANNUAL REPORT  
OM102710-5 COUNCIL'S INSTRUMENT OF DELEGATION TO STAFF UPDATE  
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**Infrastructure and Services**

OM102710-8 ROAD MANAGEMENT COMPLIANCE REPORT

**Sustainable Planning and Development**

OM102710-9 PLANNING SCHEME REVIEW 2010  
OM102710-10 DRAFT BIRREGURRA AND FORREST STRUCTURE PLANS

**General Business**

OM102710-11 ASSEMBLY OF COUNCILLORS

**Notice of Motion**

OM102710-12 PETROL PRICING IN COLAC AND APOLLO BAY

**Rob Small**  
**Chief Executive Officer**

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

D = Discussion

W = Withdrawal

ITEM	D	W
<p><b><u>CHIEF EXECUTIVE OFFICER</u></b></p> <p><b><u>OM102710-1      CEO'S PROGRESS REPORT TO COUNCIL</u></b></p> <p>Department: Executive</p> <p><b><u>Recommendation(s)</u></b></p> <p><i>That Council note the CEO's Progress Report.</i></p>		
<p><b><u>OM102710-2      COUNCIL MEETINGS FOR 2011</u></b></p> <p>Department: Executive</p> <p><b><u>Recommendation(s)</u></b></p> <p><b><i>That Council:</i></b></p> <p><b><i>1.      Confirm the meeting dates, times and venues of 2011 Council meetings as:</i></b></p> <ul style="list-style-type: none"> <li><b><i>*      Thursday, 27 January 2011 at 6.00pm, at COPACC, Colac</i></b></li> <li><b><i>*      Wednesday, 23 February 2011 at 6.00pm, at Apollo Bay Senior Citizen's Centre, Apollo Bay</i></b></li> <li><b><i>*      Wednesday, 23 March 2011 at 3.00pm, at COPACC, Colac</i></b></li> <li><b><i>*      Wednesday, 27 April 2011 at 3.00pm, at Gellibrand</i></b></li> <li><b><i>*      Wednesday, 25 May 2011 at 3.00pm, at COPACC, Colac</i></b></li> <li><b><i>*      Wednesday, 22 June 2011 at 3.00pm, at COPACC, Colac</i></b></li> <li><b><i>*      Wednesday, 27 July 2011 at 3.00pm, at COPACC, Colac</i></b></li> <li><b><i>*      Wednesday, 24 August 2011 at 3.00pm, at COPACC, Colac</i></b></li> <li><b><i>*      Wednesday, 28 September 2011 at 3.00pm, at COPACC, Colac</i></b></li> <li><b><i>*      Wednesday, 26 October 2011 at 3.00pm, at Alvie</i></b></li> <li><b><i>*      Wednesday, 23 November 2011 at 3.00pm, at Apollo Bay Senior Citizen's Centre, Apollo Bay</i></b></li> <li><b><i>*      Wednesday, 21 December 2011 at 3.00pm, at COPACC, Colac</i></b></li> </ul>		

<b>2. Confirm the date for the Colac Otway Shire Statutory Meeting as the 14 December 2011.</b>		
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**Recommendation**

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

**MOVED** .....

**SECONDED** .....

**OM102710-1****CEO'S PROGRESS REPORT TO COUNCIL**

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

**EXECUTIVE****G21 Geelong Region Alliance****Board meeting**

The G21 Board meeting, held on the 24 September 2010 in Torquay, was attended by the Mayor and CEO. Items discussed included:

- Presentation on "2040 Jan Juc Sustainable Futures"
- Federal Election Outcome
- Priority Projects – State Election
- Geelong Regional magazine proposal.

**Vic Roads Southern (G21) Municipality Cluster Forum**

The General Manager for Infrastructure & Services and Cr Geoff Higgins attended this meeting on behalf of the Mayor and CEO on the 1 October 2010. Also present at the meeting were representatives from the City of Greater Geelong, Surf Coast and Golden Plains Shires and the Borough of Queenscliffe. In addition to discussing regional issues, Councils were given the opportunity to highlight specific local issues. The presentation by Colac Otway Shire focussed on:

- Heavy vehicle route at Colac
- Colac Forest road passing lanes
- Additional transport services augmented by bus to Geelong to address social disadvantaged
- Princes Highway East entrance to Colac
- Princes Highway condition/rutting between Colac and Geelong

Our appreciation was expressed to Vic Roads for resolving the aqua-planing issue on the Princes Highway, near old "Koala Motel"

**Great South Coast CEOs Meeting**

The CEO attended this meeting in Warrnambool on the 6 October 2010 which discussed:

- Great South Coast Regional Strategic Plan – Priority Projects
- Great South Coast Regional Strategic Plan Implementation
- Great South Coast – Major Projects Cumulative Impacts Strategy (incorporating proposed South West 2030 Transport Study)
- Western Region Sustainable Water Strategy
- Vic Roads Cluster Meeting outcomes

All member Councils have agreed to contribute \$15,000 each towards the cost of providing executive support to the Great South Coast Municipalities Group for a six month period. During this time, the role of the executive officer will be:

- Servicing the meetings of an interim board and the Great South Coast Mayors and CEOs group;
- Assisting in developing governance models; and

- Assisting the interim Board in prioritisation, advocacy, negotiation and further development of key tasks in the recently adopted Regional Strategic Plan.

#### **Local Government Partnership Dinner**

The Corangamite CMA hosted a local government partnership dinner on the 7 October 2010 in Geelong inviting Councillors, CEO and key planning and environment staff from within the Corangamite region.

With presentations from Tim Ferguson and Ian Voigt (DSE), the focus of the dinner was on celebrating past partnership successes as well as encouraging future opportunities that promote social, economic and environmental viability and sustainability.

The CCMA will disappear next year as a restructured environmental land management agency combining both the Corangamite and Glenelg Hopkins CMAs and the Western Coastal Board into one being.

#### **Australian Coastal Council Annual General Meeting**

The CEO attended this meeting of the Australian Coastal Council whose aim is to advocate on behalf of coastal Councils. They have recently been successful in increasing the annual grant allocations to coastal Councils in recognition of the impact of absentee landowners. We enjoyed this increase in the current financial year.

#### **Social Inclusion Conference – St Laurence**

The CEO attended this seminar in Geelong which gave valuable insights into the psychology and behaviour of people living with disadvantage. This information is valuable for the newly formed Towards Liveable Communities Coordinating Committees.

### **CORPORATE & COMMUNITY SERVICES**

#### **Legislation Changes**

A number of changes have been made recently to the *Local Government Act 1989* and Regulations. The changes include:

#### **Conflict of interest**

Conflict of interest changes include:

- Raising the gift disclosure threshold to \$500 and exempting gifts (other than election campaign donations) received more than 12 months before first becoming a Councillor or Council officer,
- Exempting reasonable hospitality received by a Councillor or member of Council staff when attending a function in an official capacity, even if it is not from a not-for-profit organisation.
- Applying conflict of interest to the exercise of the CEO's powers, including staffing decisions, whether exercised by the CEO or by a member of staff under delegation.
- Defining assemblies of Councillors to include advisory committee meetings attended by at least one Councillor and planned/scheduled meetings involving at least half the Councillors and an officer.
- Requiring the record of an assembly to be reported to the next practicable Council meeting and be included in the minutes of that meeting, instead of being made available for public inspection.

#### **Conflicting duties exemptions**

The Amending Regulations will exempt the following positions from conflicting duties:

- A member of the governing body of a metropolitan or regional waste management group (regulations 11A(a) and (b));

- A local government representative nominated by the MAV and appointed as a member of the Country Fire Authority (regulation 11A(c))
- Where a matter relates to a planning application, a member of the governing body of a referral authority that has considered the planning application (regulation 11A(d)).

### **Primary and Ordinary Return forms**

The Amending Regulations update the Primary and Ordinary Return forms for the disclosure of interests by Councillors, Council officers and members of special committees.

The following changes to the conflict of interest rules have been made by the *Local Government and Planning Legislation Amendment Act 2010* and the Local Government (General) Amendment Regulations 2010.

### **Club membership**

Membership of a club is not, by itself, grounds for a conflict of interest. *(This is a clarification of the existing provision, rather than a new rule.)*

A person will still have a conflict of interest in a matter affecting a club if he or she is an employee or office bearer of the club or if he or she has some other direct or indirect interest, such as having received an election campaign donation from the club.

### **Controlling interest**

If a person has a controlling interest in a company that has a direct interest in a matter he or she is considered to have a direct interest. For example, if a Councillor's relative has a controlling interest in a company that has a direct interest in a matter, the relative will be considered to have a direct interest and the Councillor will have a conflict of interest.

### **Residential amenity**

An interest arising as a result of an impact on a person's residential amenity is now classified as an indirect interest, rather than a direct interest.

This means that a person no longer has a conflict of interest just because a relative's residential amenity is likely to be affected. However, if the relative's property value is likely to be affected the person will still have a conflict of interest.

### **No knowledge**

A person is not considered to have a conflict of interest if he or she does not know the circumstances that give rise to the conflict of interest and could not be reasonably expected to know those circumstances.

### **Councillor not at meeting**

Councillors and members of special committees are no longer required to disclose conflicts of interest in relation to matters only considered at meetings they do not attend.

### **Other matters**

Changes to electoral representation review processes include removing the requirement for Councils to appoint the Electoral Commission to conduct a review and increasing the maximum time between reviews from 8 to 12 years.

Section 55D is being amended to require CEOs to vet Council publications during election periods and to prescribe penalties for Councillors and staff who intentionally or recklessly breach section 55D.

## **Health & Community Services**

### **Transport Connections Project (TCP)**

All aboard the low floor *Colac City bus* for FREE transport to the Colac Community Library and Learning Centre launch on 22 October and to the Colac Show on Saturday morning 6 November. Free transport during Victorian Seniors Week was also provided on the *Apollo Bay-Colac Wednesday bus* and the *Lavers Hill-Colac Friday bus* as well as the *Colac City bus*.

In September, Colac Otway's Transport Connections became a partner in the Medical Companions Project, a pilot program with Travellers Aid Australia and other Transport Connections Projects across Victoria. The pilot will provide more flexible medical transport connections for travellers arriving at Southern Cross Station (SCS) and/or Flinders Street Station. As outlined in the *Senior's Speak Up* report, 'Increasing public transport services between Southern Cross Station and major public hospitals would greatly assist Victorian seniors coming to Melbourne for specialist appointments'. At the end of the 12 month pilot, TCP coordinators will complete an evaluation of the program's usefulness to regional Victorians.

An 'Inner Melbourne Hospital Map and Guide' has also been distributed by Transport Connections to assist people travelling to a Melbourne hospital on public transport. Copies are available through COS Customer Service, Colac Area Health, Otway Health, Hesse Health, Glastonbury, Colac V/Line station and Neighbourhood houses.

The final meeting of the Local Advisory Group of Colac Otway's Transport Connections Project was held at Marrar Woon, Apollo Bay on 19 October where members were presented with a 2011 Transport Connections calendar.

The Transport Connections Program Phase 3 for the "*Bringing Communities Together – Colac Otway Project*" has been approved for the period 1 January 2011 to 30 June 2013. The Program seeks to improve people's access to services, employment, training and social activities, through innovative use of existing resources. This is supported through facilitation of local partnerships between health services, education and training providers, bus and taxi operators, local and State government and community members.

The Transport Connections 2011 calendar has been designed with photos illustrating the range of community members who have benefitted from the Transport Connections Project: parents and children in pushers, bike riders and walking groups, older people who live independently but no longer drive, the local Sudanese community, school holiday beach goers and rural communities who travel weekly to nearest service centre.

### **Rural Access**

The 2010 International Day for People with a Disability is on Friday 3 December.

The Colac Otway Shire celebration planning process is led by Rural Access as well as the scheduling of the week-long events and activities which are traditionally concluded with a Celebration Dance and Awards night at COPACC.

The purpose and process of The International Day for People with a Disability Awards has been assessed and altered to less reflect the individual 'peer' award nominations and with more emphasis on acknowledging accessible and welcoming local services and businesses. Nominations for the International Day for People with a Disability Awards are now open - with one 'Individual and Personal Achievement' award category and two accessibility categories, one for community groups and one for businesses.



Rural Access liaises with service providers through the Colac Disability Network to establish which organisations will be committed to assist in the planning and implementation of the events and activities, such as CODA, St Laurance and Skills Connection.

Rural Access is currently establishing the event 'work-group' where people with disabilities are encouraged to join the planning and delivering of their international day, encourage participation of the whole community and recognise the achievements of people with disability.

### **Bar None Employment Campaign and Exhibition**

The Office for Disability has launched an employment campaign to help support change in the workplace for people with disabilities. The campaign promotes the benefits of employing people with disabilities. It demonstrates simple ways for employers to welcome people with disabilities and aims to help build the community to a stage where employing and retaining people with a disability in local businesses are not just possibilities but everyday part of life.

The campaign was booked in at COPACC for the week of the Otway Business Awards and was mentioned in the awards speeches – encouraging employers to view the exhibition and let people with disabilities help build more diverse and dynamic workplaces.

### **Family Day Care (FDC)**

The Family Day Care Scheme assisted 141 Families during September.

Figures are demonstrating that an increased number of families are approaching Centrelink for assistance with childcare fees.

The Field Officer has attended and passed her Fit & Proper Assessment to be able to commence her role as nominee for licensing for the FDC Scheme.

The new Carer/Educator in Apollo Bay is working to capacity and the parent's using our service, have commented favourably.

### **Environmental Health**

The Environmental Health Unit have undertaken the following activities during September 2010.

- Of a total 367 Food Premises, 120 inspections were carried out, including 65 temporary food premises.
- 20 inspections of selling points for tobacco were also carried out to ensure legislative requirements are being met.
- 19 Septic Tank inspections were carried out with 4 permits issued to install systems.
- 2 food recalls were advised to suppliers within the municipality.
- 4 new premises opened and have been added to our database.
- 14 coastal water samples have been taken including Boundary Creek and Barham River.
- Attendance at Birregurra Festival.
- Redesign of Food Registration Forms and revision of reporting needs for food inspections.
- Food Safety Course delivered at Otway Community College.

### **Immunisations**

Immunisation rates for the combination of vaccines are shown in the table below, along with a comparison to the state average. These percentages are based on the June figures from

the Australian Childhood Immunisation Register (ACIR). As can be seen from the figures below, Colac Otway Shire is above the state averages in all categories of age.

Age	% Fully Immunised	% Victoria Average
12 < 15 months	92.06	90.20
24 < 27 months	95.83	93.50
60 < 63 months	92.59	90.80

### **Aged & Disability Services**

#### **Victorian Senior of the Year Awards**

A group of 8 local community volunteers along with the Mayor Cr Lyn Russell and Sue Finch were amongst more than 600 guests who joined Governor David de Kretser and Minister for Senior Victorians, Lisa Neville, at Government House on Friday 1 October, for a special ceremony to announce the 2010 Victorian Senior of the Year Award Winners. The annual Victorian Senior of the Year Awards celebrates the talents and achievements of senior Victorians and the contribution they make to their local communities and to the state of Victoria.

#### **2010 Victorian Seniors Festival**

Colac Otway Shire is a proud participant in the 2010 Victorian Seniors Festival. A diverse range of activities were on offer between 4 - 15 October, all very well supported. Most trips were booked out well in advance including:

- Debra Byrne Concert in Terang, as part of the Country Concerts series.
- Free Morning Teas at both the Botanic Cafe Colac & Aluka Cafe in Apollo Bay.
- Old time Dancing & Afternoon Tea at Elliminyt Hall – Music by Frank Lawrence & his band.
- World Festival Day. World Music Concert at Melbourne town hall.
- Twilight Harness Racing Ballarat.
- Dandenong Ranges.
- Warrnambool River Cruise.
- Moorabin Air Museum.
- Apollo Bay for shopping, sightseeing & lunch.

### **Events**

#### **Birregurra Weekend Festival (8 to 10 October)**

Thousands of people flocked to the 11<sup>th</sup> annual Birregurra Weekend Festival. Food stalls, farm machinery exhibitions, cooking master classes with Masterchef participants, arts and crafts, children's activities and performances treated the festival's crowds along with feature standouts, the pig racing, dog jumping and woodchop. Festival goers enjoyed the chance to talk with the producers responsible for the culinary delights for which the region is renowned. Olives, preserves, organic meat and produce, cheese, wines and beers featured.

**Colac Orchid Club (9 to 10 October)**

The rain over the last few months contributed to a very good year for native plants, which in turn added to the colour and array of the 22<sup>nd</sup> Colac Orchid show. The display consisted of a mix of cymbidiums, Australian natives and native hybrids and some very rare plants. Demonstrations were held during the show giving simple tips for producing healthy, beautiful orchids.

**Opera in the Otways (16 October)**

Apollo Bay hosted conductor Richard Gill, a 14 piece orchestra and four leading opera singers as part of a unique operatic event in the Otways. The program included classics and well known Broadway hits from famous musicals such as *The King and I*. Another feature was the 'Otways Paddock to Plate' which celebrated food, wine and beer produced in the region. Demonstrations and workshops were also available in permaculture and backyard vegetable growing.

Colac Otway Shire Events and COPACC staff are to be commended on their work in working with the organisers to successfully relocate this event from Cape Otway to Apollo Bay due to the inclement weather conditions.

**Beeac 150<sup>th</sup> Celebrations (22 to 24 October)**

The small town of Beeac celebrated 150 years with a festival and the opening of the Windmill Park in the town's centre which features windmills originally manufactured by six firms who once operated at Beeac. The Beeac community created the Park to demonstrate the commercial impact a town like Beeac had on rural industries. A heritage parade featured traditional vehicles as a highlight of the celebrations. The festival included live music, family activities, market festival and a celebration dinner.

**Colac Woodturners and Woodcrafters Guild Exhibition (23 to 24 October)**

The exhibition showcased a large range of quality products including furniture designed and crafted from Australian grown timbers by local woodworking enthusiasts.

**Upcoming Events**

Events which will be held throughout the Colac Otway Shire in November will be the Australian Trail Horse Ride Association Victorian State Camp – 5 to 7 November; Jeep 24 Hour Mountain Bike race (formerly Kona) – 13 to 14 November.

**Young Ambassador Award**

The Young Ambassador Award is made to a young person to recognise achievement in one or more fields of endeavour whether it be academic, sporting, community or a hobby. Nominations for this year's award were received for Lucy Vesey, Rebecca Scott, Maggie McKenzie and Mitchell Brown.

Interviews were conducted on 10 August by an interview panel consisting of the Mayor Cr Russell, Youth Council delegate Cr Smith and Public Relations Co-ordinator Tamzin McLennan.

A very successful civic reception was held on 12 October, where Maggie McKenzie was announced as winner of this award and received \$1,000 to assist her pursue her chosen career path.

**Colac Community Library and Learning Centre**

The new Colac Community Library and Learning Centre (CCLLC) opened to the public on Monday 18 October. The Corangamite Regional Library Corporation (CRLC) have been working overtime to get the 53,000 books identified using the new RFID system.

Negotiations between CRLC, Council and the Colac Secondary College have resulted in the school agreeing to open to the public at 8:30am Monday – Friday during the school term. This has resulted in the facility being open to the public for an additional five hours per week during the school term at no additional cost to CRLC or Council.

A large crowd celebrated the official opening of the new CCLLC on the 22 October 2010 and participated in guided tours of the new facility. Community groups were also involved including U3A, Lions Club of Colac and the Toy Library to showcase different aspects of the building that the general community will enjoy. The celebration included a free sausage sizzle and sandwiches outside whilst inside the general public enjoyed the official ceremony and performances from the college students.

This is a magnificent facility which will serve the community well in the future and will be a major asset in addressing Colac's disadvantage from an education perspective.

## **Recreation**

### **G21 – Physical Activity Action Group**

The Physical Activity Action group is one of four action groups established to work collaboratively on the mental health and well being priority set in the Integrated Health Promotion and Community Strengthening Strategy 2009/12.

The G21 Health and Wellbeing Pillar is supporting Leisure Networks to engage with organisations in the G21 community to undertake a region wide consultation to identify priority population groups and existing programs and services in support of physical activity. The Colac Otway Shire Recreation Unit is involved in this project.

The Physical Activity Pillar most recently met on 5 October to develop an action plan that includes a focus on consumer participation and community engagement and evaluates access and participation to physical activity for the priority population groups across the G21 catchment.

The group also aims to identify training opportunities for member agencies and consumers to increase their capacity to support the delivery of the identified strategies that will provide increased access and participation to physical activity for priority population groups across the G21 catchment, by December 2010.

### **G21 Sport and Recreation Pillar**

The G21 Sport and Recreation Pillar recently received the DRAFT Greater Geelong Region Football (Soccer) Strategy which provides a strategic framework to aid and direct future football (soccer) facility provision throughout the region. The Strategy provides strategic guidance for the region and specific recommendations for each G21 municipality in the key areas of governance, facility considerations and program delivery. There are no considerable financial impacts on Council, rather directions to support ongoing activities with the Colac Otway Soccer Association and Football Federation Victoria.

Council officers will provide feedback on the draft report at the next G21 Sport and Recreation Pillar meeting to be held late October.

### **Official opening of Lake Oval**

The official opening of the Lake Colac Cricket Ground redevelopment took place on Saturday 9 October followed by a President's XI Cricket Match. Gayle Tierney, Member for Western Victoria, officially opened the redeveloped oval along with Rob Osborne and Rick

Burnett representing Colac Cricket Club and Tom Roscoe representing the Colac and District Football Umpires Association. Sport and Recreation Victoria made \$60,000 available for this project, which was teamed with \$5,000 from the Colac and District Cricket Association, \$2,000 from the Colac and District Football Umpires and \$26,000 from Council. It is worth noting that an additional \$4,100 of in-kind donations has come from Colac Cricket Club.

Project improvements included the installation of a water tank and improved water management systems including drought tolerant grass which will reduce the level of reliance on mains water supplies, improving water harvesting and helping the clubs more effectively manage their water use.

This project has been used as a pilot program, working with turf consultants and learning how to apply water saving practices to further improve this facility as well as other facilities within the shire.

### **Apollo Bay Trails Feasibility Study**

Parks Victoria has produced a draft project brief which Council has provided comment on. A meeting will be held late October with Parks Victoria to further refine the project brief which will then be finalised in conjunction with the Otway Ranges Walking Track Association. A draft Position Description for the Project Manager has been developed and will be finalised once agreement has been reached on the Project Brief.

### **Country Football Netball Program**

The Country Football Netball Program has provided additional funding for five years through *'Ready for Tomorrow: A Blueprint for Regional and Rural Victoria'*. The Department of Planning and Community Development (DPCD) has recently released the revised program guidelines.

Funding will be provided to assist country football and netball clubs, associations and umpiring organisations to develop facilities in rural, regional and outer metropolitan locations including: change room facilities for players and umpires of both genders; development or upgrading football playing fields; development or upgrading of netball facilities; development or upgrading of lighting facilities.

Councils may apply for up to \$100,000 per financial year. This can comprise one larger project seeking \$100,000 or up to three smaller projects across different sites. The funding ratio will be based on DPCD \$2:\$1 Local contribution.

Council officers will prepare an internal strategic priorities plan to help guide applications to the program.

### **Open Space Strategy**

Submissions for the Open Space Strategy closed Wednesday 13 October with a strong response. Assessments will be conducted by a panel inclusive of the Recreation, Arts and Culture Unit, the Planning Unit and the Department of Planning and Community Development. It is expected that the preferred contractor will be appointed in early November with the project likely to commence in December.

### **2011 Australia Day Celebration**

Australia Day Award nominations for the 2011 Colac Australia Day Celebrations are now open and Council is calling for nominations for the Citizen of the Year Award, Young Citizen of the Year Award, Community Service Award and Sporting Service Award. The nomination form has been forwarded to over 300 community organisations, clubs, schools and associations with the encouragement to nominate "that exceptional and well deserving

community member or group". Nominations close Monday 22 November and nomination forms are available to download from the Colac Otway Shire website and from the Shire customer service offices in Colac and Apollo Bay.

### **COPACC**

COPACC hosted students from seven regional high schools for a masterclass with Victorian Opera music director and inspirational music education expert Richard Gill on Friday 15 October, in connection with Opera in the Otways. The children then formed a chorus and performed with Victorian Opera at the Apollo Bay event. Students travelled from Geelong, Warrnambool, Ballarat and Colac.

COPACC will be hosting the Colac City Band's 64th annual Carols by Candlelight concert on Sunday 28 November. The event will include a Christmas market in the COPACC gardens prior to the performance.

Circus Trick Tease, a performance of physical theatre, sold out in the Civic Hall in early October.

COPACC, in partnership with Otway Hinterland Events and Beech Forest Progress Association, presented a comedy at the Beech Forest Hall in mid October. This was COPACC's third annual outreach programme with the Beech Forest and Lavers Hill communities.

The tender for the \$650,000 COPACC Civic Hall redevelopment is being finalised, with work scheduled to begin in December.

### **Blue Water Fitness Centre**

Bluewater Fitness Centre has increased its advertising in the centre with snap lock frames now located in all areas of the Centre that promotes cross advertising of all programs, events and centre specials. The key objective is to keep members and casual users informed of other opportunities within the centre. This initiative has been well received by patrons.

The Centre released its first addition of its new "The Centre Circular" with the newsletter containing relevant information including a manager's memo, calendar of events, latest centre news and staff updates. All registered members receive the news sheet via the new email data base and there are hard copies at reception.

Marketing opportunities for local business to advertise at Bluewater Fitness Centre have been developed, predominately for the stadium arena. Twelve month contracts have been drawn up and all monies will be directed to support staff training and development of school based student programs.

New equipment has been installed in the gym including a new barbell rack as well as floor matting for stretching and core work. Five additional crank bikes are due to arrive shortly which will enable the Centre to always have bikes available for members in the gym as well as bolster the more popular crank classes.

The new Term 4 timetable is now up and running with additional evening classes as a response to customer feedback.

Term 4 Learn to Swim is in full swing with enrolments equating to 85% capacity. New teachers have started bringing fresh new faces and ideas into the centre.

The centre conducted a very successful first aid and life guard course with both courses being booked to capacity. There was good attendance from Apollo Bay residents with these enrollees being considered for employment at the Apollo Bay pool over the summer period.

### **Youth Council**

Youth Council plans are well under way for the Community Fun Day on Sunday 31 October at Bluewater Fitness Centre. Sponsorship from Lions Club Colac, Thwaites, Safeway and Mid West Freezer Supplies will enable Youth Council to offer a free Sausage sizzle to the community along with the various activities on offer by Bluewater staff, Youth Councillors, Colac Police and SES. All classes, activities and games will be included in the gold coin entry fee.

The 2010 Youth Council will hold their final meeting for the year on Monday 8 November.

## **INFRASTRUCTURE & SERVICES**

### **CAPITAL WORKS UNIT**

The unit has been finalising project planning and design for this year's Capital Works program to enable civil works to commence.

- **Pavement design and Investigation**

Geoworks Pty Ltd, Melbourne, was appointed to undertake pavement investigations and designs for a number of roads across the shire. Of the pavement investigations that are to be completed, the investigation of Queen Street and Larpent Road were identified as a priority as the works are programmed to commence prior to Christmas. These investigations and subsequent pavement design reports have been submitted, and discussed at a project review meeting.

Other reports that are being finalised include Barham River Road, Ferrier Drive, Busty Road and Thomson Street, Apollo Bay.

- **Project Briefs**

Investigations and initial project scoping is currently being completed for project briefs to be considered in future work programs. All requests for works or improvements are being investigated and scoped so that an initial cost estimate can be determined. These project briefs will then be ranked and considered in line with other identified Council projects during the review of Council's 10 year Capital Works Program as part of the budget process.

- **Sinclair Street South, Elliminyt – Special Charge Scheme**

Submissions were received by the Victorian Civil and Administrative Tribunal (VCAT) for the Sinclair Street South, Elliminyt Special Charge Scheme.

A date for the hearing was set by VCAT for 2 December 2010. Council officers are currently working with Council's solicitors in preparing the submission brief for the hearing.

- **Roadside Vegetation Management – DSE Agreement**

In line with the recommendations of the Council report that examined the Agreement with the Department of Sustainability and Environment for the management of roadside vegetation, a letter has been prepared for the MAV that summarises the Super 11 Council survey results and requests their support for reviewing the Agreement. A costing has been prepared which

provides an estimate of the resource costs for Council to meet the requirements of the Agreement, which Council considered to be burdensome and inconsistent between Road Management Authorities.

- **Emergency Works Agreements - CCMA**

Recently staff from Council's Infrastructure and Services Department held a site meeting with representatives from the Corangamite Catchment Management Authority (CCMA) to discuss appropriate work practices, under emergency circumstances, to reopen Council roads that become blocked through landslips that are adjacent to declared waterways. Through this discussion it was agreed that a series of operational protocols that satisfy both Council's and the CCMA's expectations and requirements should be established. The CCMA are going to consider the issue further before sending Council a formal response.

- **Major Drainage Program**

Inspections of COSWorks Major Drainage program sites were recently completed by the Infrastructure Environment Officer, Environmental Planner and Team Leaders to assess the impacts of the proposed works methods. Through these inspections it was determined that the proposed construction methods were appropriate for the sites and work can commence when appropriate.

- **Cressy Shelford Road Rehabilitation**

The Cressy-Shelford Road Steering Committee (CSRSC) have reviewed the first draft of the Cressy-Shelford Road Grassland Rehabilitation and Management Plan, and comments have been returned to Biosis Research so that a second draft can be developed. It is planned that the second draft will be discussed with the CFA and a selection of local community members, then a final draft will be completed before the end of the year.

As part of Council's ongoing commitment to raising awareness of the importance of roadside vegetation, Council Officers will be presenting at the October meeting of the Municipal Works Officers Association (MWOA). This meeting is held in Warrnambool and brings together Works Officers from around the region.

## **SUSTAINABLE ASSETS UNIT**

- **Building Maintenance and Renewal**

The following building and maintenance works have been carried out:

<i>Central Reserve Renewal</i>	Flashings, barge, fascia and gutters have been replaced; painting has commenced and is to be completed by the end of October.
<i>Kanyana Alterations/Upgrade</i>	Alterations/upgrade are proceeding as per schedule, with the toilets nearing completion and will be operational by the end of October. The next stage consists of removing the old toilets and constructing a storeroom and office, new entrance, disabled ramp and decking.
<i>Irrewillipe Hall</i>	Disabled ramp and footpath are scheduled to be built. This project is being funded under the Federal Government's Regional and Local Community Infrastructure Program. Letter of acceptance has been sent to the contractor. Works will take place when weather is suitable.



<i>Beech Forest Hall</i>	The Committee has agreed to the proposed scope of works and quotations are now being sought. Works package includes; replacement of the southern entrance façade, electrical rewiring, kitchen and supper room upgrades, painting and repairs to internal and external areas, replacement of paving and other concrete hardstand areas around the hall.
<i>Cororooke Hall</i>	Committee members met with Council officers on 30 September to discuss the works to be undertaken at the hall. A proposed scope of works has been prepared and will be considered at the Hall Committee's AGM. Proposed scope of works includes; disabled access upgrades; improvements to toilet facilities; and interior repairs and painting.
<i>Switchboards</i>	Renewal of the switchboard and upgrade of the mains power supply at the Botanic Cafe is underway. Renewal and upgrade of the switchboard at the Colac Saleyards will commence once the works at the Botanic Cafe have been completed.

- **Building Inspection & Condition Report**

Council has engaged an external consultant to carry out an appraisal of the condition and standard of various Council facilities including Blue Water Fitness Centre, COPACC and Council's sixteen (16) public halls. Detailed reporting has now been finalised and is being reviewed by Council officers. This information will assist in developing future proactive maintenance, rationalisation and renewal programs for Council's buildings and is a key component in the development of Council's building asset management plan.

- **Library Annexe**

Council's architect is seeking advice from a building surveyor prior to completing the detailed drawings. It is anticipated that onsite activities will commence late October 2010 after the existing premises have been cleaned out, with works to the annexe to be finalised by mid December 2010. The draft plans, as approved by Council, were discussed with members of the Friends of Colac Library (FOCL) on the 14 October. They indicated enthusiastic agreement with the plans.

- **Storm Damage Recovery**

Following the report presented to Council at its September 2010 meeting, Council officers have submitted an initial claim for \$232,216 to the Department of Treasury and Finance for assistance under the Natural Disaster Recovery Fund. This claim is for emergency protection work undertaken to date and forms part of an overall application.

Works to remediate a number of large landslips resulting from the storms of late August 2010 and early September 2010 are progressing well. Road slips on Killala Road, Old Beech Forest Road, and Barham River Road have been reinstated. Additional geotechnical investigations and design are required on four other land slips. These are located on Upper Gellibrand Road, Barham River Road, and Wild Dog Road. It is expected that onsite investigations, including drilling, will commence in late October 2010 with remediation designs to be provided to Council during November 2010. A separate interim claim and final claim will be made for asset restoration once these works are finalised and all associated costs are known.

- **Routine Road Inspections**

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

<i>Rural Collector Roads</i>	A number of signs were found to be either damaged or missing. Scouring of roadside table drains and fallen trees/limbs was also identified to be a prevalent issue. Signage maintenance has been completed. Sections of drainage have had shot rock installed to prevent scouring. Trees and limbs have been removed by Cosworks' works crew.
<i>Urban Collector Roads</i>	Streets in Colac and Apollo Bay were inspected. A number of signs were also found to be either damaged or missing. All identified maintenance works have been completed by Cosworks' works crews.
<i>Skenes Creek North Rural Roads</i>	Rural roads around Skenes Creek have been inspected. Potholes and minor corrugations were commonly identified in the gravel roads incorporating this inspection area. Trees and limbs down were also identified requiring cleanup and removal. Scouring of roadside table drains was also noted and is particularly evident following the heavy rains since mid August 2010. All identified maintenance works have been programmed to be completed by Cosworks' works crews.
<i>Coastal Townships</i>	Rural roads in Kennett River, Separation Creek, Wye River, Marengo, Skenes Creek and Apollo Bay have been inspected. Signs damaged or missing, potholes and minor corrugations were commonly identified in the gravel roads incorporating this inspection area. Trees and limbs down were also identified requiring cleanup and removal. Similar to other coastal areas, scouring of table drains was also identified during routine inspections.
<i>Rail Trail</i>	The full length of the Old Beechy Rail Trail will be inspected when weather is more conducive.

### **COSWORKS DEPARTMENT**

**Roadside slips:** Work have commenced on Barham River Road to stabilise recent slips. Killala Road and Old Beech Forest Road slips have been completed.

**Storm Damage:** Extensive tree damage has occurred in the southern areas of the Shire due to wet ground being unable to cope with severe wind.

**Road Regrading:** Maintenance grading has been increased in all areas due to improved weather conditions.

**Road Pavement Minor Patching:** Cosworks has been undertaking an increased level of maintenance on sealed roads in all areas due to higher rainfall.

**Gravel Road Major Patching:** Significant resheeting works have been undertaken on the following roads due to the high rainfall - Lucas Road, Marriners Access, Larpent South and Yeodene – Birregurra Roads.

**Gravel Road Re-sheeting:** Resheeting works have been undertaken on Wickhams Lane, N Dennis, Delaneys, Cockerills, Flannigans, Killala, Grey River, Beeac Warrowie and Ramsays Roads.

**Major Drainage Works:** Trials have been conducted on different methods to remove high shoulder material on the edge of the road, to improve water runoff after heavy rain on Beeac Warrowie, Ramsays, Bullivant and Colac Lorne Roads.

**Routine Drainage Works :** Slip prone areas have been given priority to reduce the risk of further slippage. Staff will focus back on the routine drainage issues when all storm damage works have been completed.

**Tree Maintenance:** Works under power-lines in Colac have been completed.

**Bridge Maintenance:** Removal of debris on and around bridge structures in flood affected areas mainly in the south of the Shire has been completed.

**Township Mowing:** Increased effort in township mowing due to the rapid spring growth has occurred throughout the municipality.

**Gardens:** General maintenance of all gardens has been undertaken.

**Playground Maintenance:** Playground maintenance has been completed as per recommendations from inspections.

## **MAJOR CONTRACTS/WASTE UNIT**

### **• Marine Act Review and Marine Safety Bill 2010**

A briefing session was organized by Department of Transport (DOT) in September 2010 for providing information to the Local Port Managers on the Marine Safety Bill 2010. The review of the existing *Marine Act 1988* was considered necessary due to growth in shipping, commercial and recreational traffic, increased congestion, introduction of powerful water vessels and an increase in hoon behaviour.

As a result of the introduction of the new Marine Bill the following key changes are likely to be gradually implemented:

- The driving offence to apply to the vessel operators will be the same as road driving offences;
- The police are to be given powers for issuing of notices and impounding of vessels;
- Testing of vessel operators for drug and alcohol;
- Behaviour expectations – duty of care and reasonable care;
- Licensing reform – introduction of knowledge test, restriction for 12 to 16 year old operators and need for supervision, endorsement for high risk activities and skill based testing;
- Seaworthiness checks of vessels – same as roadworthiness checks;
- Commercial vessels licence requirements – compliance certificates as well as safe operation certificate;
- Risk based survey frequency for the marine vessels;

- Exemption and exclusion zones for events, works and emergencies; and
- Port Manager to have the powers of Harbor Master.

It was expected that the Marine Bill will be passed in Parliament in October 2010 and released to the key stakeholders early in 2011. The target implementation date of the new Marine Act is by 1 July 2011.

- **Slipway rail replacement and associated upgrade works – Port of Apollo Bay**

The replacement of slipway rails and associated works were completed on 17 September 2010 utilizing the Risk Mitigation funds received from Department of Sustainability and Environment (DSE).

The project incorporated works such as replacement of approximately 300m of old corroded rail with new steel rails, galvanizing of boat cradles, fabrication of new cradle wheels and reinstallation works. The majority of works were undertaken by contractors with the harbor team undertaking the disassembling and assembling works on site. The slipway is currently being used by the boat owners for undertaking routine maintenance works and the demand appears to be high. Positive comments have been received from local users on the operation of the slipway after completion of upgrade works.

The future vision for the slipway is to upgrade the winch and the winch room allowing for the slipway capacity to be increased to 99 tonne. The rails have been upgraded to 100T load capacity, however, the winch has a limited capacity of only 33 tonne. The future upgrade of the winch has been added to the harbour's long term Capital Works Program for pursuing funding options with the Department of Transport (DOT).



### **Waste Update**

- **Three Bin Kerb Side Waste Collection System:**

In accordance with the new three bin kerb side waste collection contract all bins have been delivered to properties listed in Council's current database. A number of properties are now being followed up with residents who are still placing out their old bins for collection as the old bins are no longer being collected by the contractor.

A number of the new waste bins have been reported as missing. The numbers of these bins are being recorded for pursuing the matter further. Property owners are being requested to fill out a lost and stolen form.

Previous multiple bin users have made the transition to either one bin with multiple recycle bins or a commercial contractor. Some commercial properties are using a commercial

contractor for collection of garbage and Council's kerbside collection for co-mingled recycling.

With the commencement of the three bin waste collection system and changeover of waste collection trucks, Council has seen an improvement in quantity and quality of organic waste. Also the contamination has decreased significantly with the introduction of a separate organics bin. The improved organic waste quality in comparison to the earlier two bin waste collection system is obvious.

- **Tenders**

Tenders opened since the last reporting period:  
1017 – Botanic Gardens Footpath Construction

No tenders have been awarded since the last reporting period:

Tenders advertised since the last reporting period are:  
1021 – Bituminous Sealing Works, closing 20 October 2010  
1010 – Road Hierarchy and Heavy Truck Route for Colac, closing 28 October 2010  
1025 – COPACC Civic Hall Portable Staging and Tiered Seating, closing 28 October 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:-

<b>Subdivision</b>	<b>Status</b>
Apollo Bay Industrial Estate Stage 1 9 lots	The developer is completing outstanding civil works including guard rail at the culverts on Montrose Avenue, landscaping and some drainage. Some works are expected to be bonded to instigate compliance of the subdivision and will be completed at an appropriate time.
Wyuna Estate Stage 11 24 lots	The onset of finer weather has allowed roadworks to resume on this subdivision. Currently contractors are placing pavement sub base with kerb and channel construction to follow.
Rankin Street Subdivision 19 lots	Contractors have constructed kerb and channel, footpaths, concrete driveways and road pavement with work approximately 95% complete. The contractor will be requesting a "completion of works" certificate in late October (weather permitting).



**Rankin Street**



**Wyuna Stage 11**

### **Apollo Bay Transfer Station**

Works are now approximately 99% with practical completion expected late November 2010.

The builder is working on landscaping, electrical works and minor works on the administration building to complete the project. Future works post contract completion will include asphalt seal and further landscaping to enhance the facility.



### **Gellibrand Landfill Rehabilitation Works**

Works began on Gellibrand Landfill rehabilitation on 3 June 2010. Vegetation removal is complete and works are on hold until finer weather prevails. Some delivery of clay material from recent land slips in the area has occurred and all clay capping material will need to be approved and of suitable permeability to comply with contract specifications. The project is expected to be finalised early in 2011.

## **SUSTAINABLE PLANNING & DEVELOPMENT**

### **Amendment C58 Panel Hearing**

An independent Panel has been appointed to hear submissions to Amendment C58 to the Colac Otway Planning Scheme after Council resolved to refer the submissions to a panel at its meeting in July. The amendment seeks to include policy references in the Planning Scheme to reflect the outcomes of the Kennett River, Wye River and Separation Creek Structure Plan adopted by Council in 2008, and to rezone land north of Separation Creek from Low Density Residential to Rural Conservation. The hearing has been scheduled to be held at the Wye River Surf Club on Thursday 11 November. Submitters to the amendment will have an opportunity to be heard by the Panel before it provides recommendations to Council.

### **Apollo Bay Harbour Master Plan Planning Scheme Amendment**

Council has been successful in receiving a grant of \$95,000 from the State Government under its Creating Better Places program to complete the funds necessary for Council to prepare and exhibit a planning scheme amendment that incorporates the Apollo Bay

Harbour Master Plan into the Planning Scheme. The grant is in addition to a contribution of \$160,000 from Tourism Victoria earlier this year, and will cover the costs of engaging specialist consultants to prepare supporting documents for the amendment such as a Coastal Hazard Vulnerability Assessment that will examine the potential impact if any of future sea level rise on the proposed redevelopment. The amendment will introduce site specific planning controls at the Harbour precinct to guide future development to accord with the Master Plan adopted by Council following an Enquiry by Design process in October 2008. Exhibition of the amendment is expected to occur late in 2011.

### **G21 Regional Land Use Plan**

Work has commenced on the G21 Regional Land Use Plan which will identify opportunities and constraints to urban growth in the region, as well as the implications of future population growth for Colac and smaller settlements such as Birregurra. Council officers have participated on the Project Control Group, Technical Reference Group and Project Team. There will be opportunities for public input into the Plan's development early in 2011.

### **Rural Living Strategy**

The draft Rural Living Strategy has been considered by the Project Steering Committee and is now being finalised taking into account feedback from the Committee and Council staff. The report will be considered by Council at its November meeting, prior to community consultation.

### **Colac and Apollo Bay Car Parking Study**

The Issues and Opportunities Papers were exhibited to the public earlier this year and a series of community workshops took place in Colac and Apollo Bay. In addition to the feedback received at these workshops, officers also received a number of written submissions highlighting issues that may warrant further investigation. Consultant AECOM has presented a draft Car Parking Strategy and Precinct Plan which is being reviewed by officers. This will be followed by a meeting of the Project Steering Committee to finalise the draft Strategy prior to presenting the documents to Council for consideration later this year.

### **Salinity Management Overlay Review**

At its meeting in September 2009 Council resolved to proceed with a Planning Scheme Amendment to apply the Salinity Management Overlay to saline areas throughout the Shire. The mapping and accompanying overlay schedule were provided to Council by the Corangamite Catchment Management Authority (CCMA). Subsequent discussions between Council and the CCMA have identified the need for minor changes to the overlay mapping to take advantage of higher resolution topographical data. The CCMA is currently updating the mapping and Council will formally seek Authorisation from the Minister for Planning to prepare a planning Scheme amendment once the revised mapping is received.

### **Apollo Bay Future Settlement Boundary and Urban Design Review**

A tender is in the process of being advertised for the Apollo Bay Settlement Boundary and Urban Design Review. The project was part funded by the State Government under the Creating Better Places program after the Planning Minister's decision in June 2009 to not support the Great Ocean Green development in the Barham River valley. The project will re-examine the potential for urban growth of select locations at the periphery of Apollo Bay in light of that decision to provide more certainty about what capacity the town has to accommodate future development. It will also examine urban design issues in parts of the town.

### **Fire Prevention and Planning**

Council recently appointed a new Municipal Emergency Management Officer (MEMO). The MEMO will focus initially on implementing Council's fire inspection process. The inspection will be carried out throughout the fire danger period that starts on 1 November 2010. Over

9,000 letters have been sent to land owners in the shire explaining their responsibilities for fire preparedness and prevention. By minimising fuel fire loads around buildings, fences and roadsides, land owners can help prevent fires that damage the natural and built environments.

The Bushfire Royal Commission recommendations will change the way the government and the community live with fire. Key changes our community should be aware of include:

- Hundreds more firefighters and a doubling, then tripling of fuel reduction burns
- Increased support for volunteer firefighters
- New fire mapping technology for faster and more accurate community warnings
- Accelerated rollout of Neighbourhood Safer Places
- Tougher maintenance regimes for electricity businesses, and high-visibility arson operations
- Agreement to replace the Fire Services Levy with a progressive property-based levy, and improvements to planning controls
- A boost to community education and information, including bushfire education in school curriculum.

CFA and DSE are the two key agencies involved in fire management, and their staff are busy preparing for the fire danger period. Council works closely with these agencies to implement recommendations accepted by the State Government, but many details are yet to be ironed out. Given a state election is approaching, we expect more announcements soon.

Council is working closely with the CFA to identify and assess potential Neighbourhood Safer Places (NSPs) sites, and fire refuges. At this stage there are no designated NSPs in Colac Otway Shire because none of the potential sites that have been assessed to date comply with the strict criteria. Despite this, Council has referred seven new potential NSP sites to the CFA for assessment. These are located at Barwon Downs, Apollo Bay, Beech Forrest and Gellibrand. At this stage Council has not heard from the CFA about the assessment of these sites, but we expect that several of them will meet the criteria.

The State Government recently initiated a taskforce to investigate the high-risk towns that have no designated NSPs. Potential sites were investigated for the eight high fire risk towns in Colac Otway Shire last year, but no sites met the criteria largely due to the close proximity and extensive amount of vegetation. Council worked with the taskforce to develop cost estimates on the work that would be required to designate NSPs in these eight high-risk towns. The taskforce has submitted its report to the State Government and is waiting to hear back about what action might be taken. If an NSP cannot be designated in the high-risk towns, other plans will be need to be considered, such as the development of evacuation plans.

### **Yeodene Peat Fire**

The Yeodene peat fire, a re-ignition of a peat fire in 1998, continues to challenge management agencies. The wet winter has reduced the visible fire activity at Yeodene, but the peat is still smouldering. Although the CFA has not finalised an incident action plan, it is likely that a combination of management strategies will be employed to minimise the risk of escape, including increased patrolling during the fire danger period, planned burning on private property and public land, sprinkler use on high fire danger days and community education. A community meeting was held on Tuesday 12 October 2010 at 7:30pm at the Yeodene Hall for interested residents to learn more about how the fire is being managed. Approximately 40 members of the public attended the meeting. The key points covered were as follows:

- Background to the fire history;
- Integrated Fire Management approach that is being taken;



- Fire activity and containment strategies employed to date; and
- Outline of future management options.

### **Revegetation along Barongarook Creek**

Further revegetation works have been carried out on the slope between Barongarook Creek and the Girl Guides Hall near the Murray Street Bridge. The revegetation works will be maintained carefully and followed up by a weed control program. It will take a while for the newly-planted trees, shrubs and grasses to get established but in a few years the area will look better and the benefits will be seen through the improved health of the lake and the creek. New bollards have been installed to delineate the car park from the revegetation area. Temporary mesh fencing has been installed near the Scout Hall to prevent people accidentally walking into the creek. This mesh fencing will be removed once the plants grow enough to provide an effective barrier along the edge of the creek.

### **Carp control in Lake Colac**

The recent high flows down Barongarook and Deans Creeks may mean that Carp have been able to re-enter Lake Colac. Council submitted a grant application to the State Government seeking extra funds for carp management but has recently been informed that the application was not successful. The water levels in Lake Colac have risen dramatically due to the recent rain and although this means that the lake will not dry out this summer it may still get very low by the end of summer. If the water levels in the lake do get very low the Carp that have re-entered the lake will perish but without extra resources it is not possible to eliminate the carp from the Lake Colac catchment. Council will meet with key stakeholders in the near future to discuss what course of action should be taken now that the grant funds are not going to be forthcoming.

### **Bike Fleet**

Council has recently started a trial of a new corporate bike fleet. Initially 5 bikes have been purchased that will be located at Rae Street and Murray Street offices and the Bluewater Fitness Centre in the first instance. Council Officers will be encouraged to use the bikes when they are going on short trips around town. The use of bikes instead of cars for short trips is good for the environment, good for people's health and it also saves money on fuel. If the trial goes well then Council may expand the bike fleet in the future.

### **Business Events**

The 2010 ANZ Business Breakfast was held on 7 October 2010 at the Colac Bowling Club. The guest speaker was founder of marketing company Marketing Angels Michelle Gamble. The event went well with positive feedback from the business community. Over 70 business people attended the breakfast which is in its sixth year in partnership between Council and the ANZ.

### **Powercor Colac Otway Business Awards**

The Powercor Colac Otway Business Awards were held on October 16 at COPACC with over 300 business people attending. The awards were a great success and a terrific night. The awards saw a high quality of finalists for all the individual categories, with the winners being:

- **Employee of the Year** – Patricia Woodhead from Colac Mercy Place
- **Trainee of the Year** – Jordan Dittloff from Jetset Colac
- **Agribusiness** – Bushy's Fencing and Plumbing
- **Community Enterprise** – Colac Otway Disability Accommodation (CODA)
- **Manufacturing** – Westvic Kitchens
- **New Business** – Hair on Hearn
- **Micro Business** – Heather's Swim School

- **Retail Business** – Paintright Colac
- **Professional Service** – HF Richardson
- **Rosemary Muller Memorial Award** – Don Forsyth
- **Special Event/Festival** – Tools for Change
- **Trade Service** – L & W Plasterers
- **Tourism/Hospitality** – Otway Fly

The Judge's Award went to Sandy Feet Café and Health Foods. The overall winner of the Business Excellence Award was Otway Fly.

### **Trade Training Centre (TTC)**

The Colac Otway Shire Industry Advisory Committee was convened in July to discuss the State Government, South West Victoria Regional Workforce Development Plan. The Committee overwhelmingly supported the Trade Training Centre as Colac's number one priority.

Colac Otway Vocational Education Cluster (COVEC) is waiting on the result of its application for a TTC, submitted in June 2010.

### **Grants**

Colac Otway Shire within the 2009/10 financial year was successful in achieving \$3,094,716 in grant funding. This funding was related to 25 projects that are being carried out or have been completed across the Colac Otway Shire.

Colac Otway Shire has been notified via email that all applications for projects submitted under the Regional and Local Community Infrastructure Program (RLCIP) Round 3 have been approved and recommended by the Minister. Funding agreements for the projects should arrive by 30 October 2010.

### **Great Ocean Road Regional Tourism Board Implementation Committee**

The second meeting of this Committee was conducted in Camperdown on 12 October 2010 and was attended by Council's General Manager Sustainable Planning and Development and the Chair of Otway Tourism. A workshop conducted as a major part of the Agenda identified some possible structures for further examination. A report will be provided for consideration at the next Implementation Committee Meeting.

### **Small Town Improvement Program (STIP) / Master Plans**

Funding has been sought from Regional Development Victoria to add to Council's contribution for the development of streetscape master plans and detailed engineering designs for the townships of Birregurra and Forrest. The Beeac Windmill Park and Heritage Walk Project is complete. The park was officially opened on 22 October 2010 by Gayle Tierney, Member for Western Victoria. Other projects underway include a new pathway at Gellibrand, picnic setting at Beech Forest and upgrades to the Cressy Township.

### **Attachments**

Nil

### **Recommendation(s)**

***That Council note the CEO's Progress Report.***

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**OM102710-2 COUNCIL MEETINGS FOR 2011**

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

**Purpose**

To propose a schedule of meeting dates and venues for the holding of Colac Otway Shire Ordinary Council meetings in 2011.

**Declaration of Interests**

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

**Background**

Council has previously resolved that at least two Ordinary Council meetings be held in Apollo Bay and that two other Ordinary Council meetings be held in smaller towns within the Shire.

In 2010, Council held Ordinary Council meetings in Birregurra and Cressy with two meetings held in Apollo Bay.

The meeting held in Birregurra was not well attended by Birregurra community members, this may have been the result of a lack of publicity within the Birregurra community leading up to the meeting.

The meeting held in Cressy was well attended with a number of Cressy and district residents attending the meeting. It should be noted that there had been a more concerted effort to advertise the meeting through both the Beeac and Cressy newsletters and community groups.

The meeting facilities in both towns were excellent and required minimal effort on the part of officers to prepare for the meetings.

Evening meetings were held during the summer months commencing from 6.00pm in both Apollo Bay and Colac. While there was a noticeable difference in the number of community members attending the Apollo Bay evening meeting, there was little difference experienced in the number of attendees at the Colac meeting. This may have been due to the Colac meeting being held in January when many people were still on leave.

**Council Plan / Other Strategies / Policy**

Under the community priority of strong leadership in the Council Plan *"We are committed to providing strong leadership, governance and advocacy services which will benefit the community now and into the future."*

**Issues / Options***Council Meetings*

Councils hold "Ordinary or Special meetings" for the purpose of transacting the business of the Council. Meetings are open to the public and the community is welcome to attend to observe their elected representatives debate and vote on issues.

Currently Council holds its ordinary meetings on the fourth Wednesday of each month, with the exception of December which is held in the third week.

Council meetings held in other locations have the potential to give the local community in the area in which the meeting is being held a more convenient opportunity to attend a meeting. It also sends a message of a more inclusive Council prepared to get out into the community.

However, holding Council meetings away from Colac may make it more difficult to those community members who regularly attend meetings to access those meetings.

Council held two of its meetings in the evening during the summer months. One of those meetings was in Apollo Bay and while this meeting was well attended, it meant that Councillors, Council officers and the community members who had travelled to attend, faced a difficult and long drive home late at night.

There are three general options that Council could adopt the location of its meetings based on current practices:

1. Hold all Council meetings at COPACC
2. Hold two of its Council meetings in Apollo Bay with the balance to be held at COPACC (this was the pattern for several years).
3. Hold two of its Council meetings in Apollo Bay, two in small towns within the Shire and the balance at COPACC. This would include two evening meetings in the summer months.

Council could also opt for meetings to be held in the evenings or during the day (as they are presently).

### **Proposal**

That Council meetings continue to be held at COPACC in Colac with two meetings to be held in Apollo Bay and two meetings to be held at other locations within the Shire.

It is proposed that for 2011, Council continue to hold its ordinary meetings on the fourth Wednesday as follows:

|              |   |                          |
|--------------|---|--------------------------|
| 27 January   | - | COPACC (Thursday)        |
| 23 February  | - | Apollo Bay               |
| 23 March     | - | COPACC                   |
| 27 April     | - | Forrest                  |
| 25 May       | - | COPACC                   |
| 22 June      | - | COPACC                   |
| 27 July      | - | COPACC                   |
| 24 August    | - | COPACC                   |
| 28 September | - | COPACC                   |
| 26 October   | - | Alvie                    |
| 23 November  | - | Apollo Bay               |
| 21 December  | - | COPACC (third Wednesday) |

Meetings would continue to commence at 3.00pm from March to December. Meetings in January and February would commence at 6.00pm.

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

It is anticipated that additional costs will be incurred for meetings held away from COPACC. These include:

- Additional Travel expenses to Councillors
- Officer time away from their normal duties
- COPACC staff away from COPACC duties or may require additional staff
- Researching suitable venues taking into consideration risks listed below

**Risk Management & Compliance Issues**

There are a number of Occupational Health and Safety issues in relation to holding Council Meetings at other locations:

- Moving Recording Equipment
  - Damage to / loss of equipment as it is very sensitive
  - Injury to staff lifting / carrying equipment (low risk)
- Travel
  - Accident due to travelling to / from meeting (especially driving in night conditions from areas like Apollo Bay)
- Security / secure environment / emergency services

None of these risks are considered to be significant.

**Environmental and Climate Change Considerations**

Not applicable.

**Communication Strategy / Consultation**

Under the Local Government Act Council is required to give at least 7 days public notice of a Council Meeting or a special meeting unless there are urgent or extraordinary circumstances that prevent a Council from doing so. Meetings held outside of Colac will be given additional publicity within the host community.

**Implementation**

The 2011 schedule of Ordinary Council meetings would commence in January 2011.

**Conclusion**

The proposal presented is consistent with the schedule of Ordinary Council Meetings for 2010 with provision for two meetings in Apollo Bay and two meetings at other sites.

**Attachments**

Nil

**Recommendation(s)*****That Council:***

1. ***Confirm the meeting dates, times and venues of 2011 Council meetings as:***
  - \* ***Thursday, 27 January 2011 at 6.00pm, at COPACC, Colac***
  - \* ***Wednesday, 23 February 2011 at 6.00pm, at Apollo Bay Senior Citizen's Centre, Apollo Bay***
  - \* ***Wednesday, 23 March 2011 at 3.00pm, at COPACC, Colac***
  - \* ***Wednesday, 27 April 2011 at 3.00pm, at Gellibrand***
  - \* ***Wednesday, 25 May 2011 at 3.00pm, at COPACC, Colac***
  - \* ***Wednesday, 22 June 2011 at 3.00pm, at COPACC, Colac***
  - \* ***Wednesday, 27 July 2011 at 3.00pm, at COPACC, Colac***
  - \* ***Wednesday, 24 August 2011 at 3.00pm, at COPACC, Colac***
  - \* ***Wednesday, 28 September 2011 at 3.00pm, at COPACC, Colac***
  - \* ***Wednesday, 26 October 2011 at 3.00pm, at Alvie***
  - \* ***Wednesday, 23 November 2011 at 3.00pm, at Apollo Bay Senior Citizen's Centre, Apollo Bay***
  - \* ***Wednesday, 21 December 2011 at 3.00pm, at COPACC, Colac***
2. ***Confirm the date for the Colac Otway Shire Statutory Meeting as the 14 December 2011.***



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

D = Discussion

W = Withdrawal

| ITEM                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | D | W |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|---|
| <p><b><u>CORPORATE AND COMMUNITY SERVICES</u></b></p> <p><b><u>OM102710-3      CORANGAMITE REGIONAL LIBRARY CORPORATION (CRLC) DEED OF AMENDMENT</u></b></p> <p>Department: Corporate and Community Services</p> <p><b><u>Recommendation(s)</u></b></p> <p><i>That Council resolve to write to the CRLC advising that Colac Otway Shire will be considering the Deed of Amendment and possible changes to it prior to formally agreeing to sign and seal the document.</i></p>                                                                                                                                                                                                                                                                                            |   |   |
| <p><b><u>OM102710-4      COUNCIL ANNUAL REPORT</u></b></p> <p>Department: Corporate and Community Services</p> <p><b><u>Recommendation(s)</u></b></p> <p><i>That Council:</i></p> <ol style="list-style-type: none"> <li><i>1. Notes the completion of the 2009/2010 Annual Report document and process.</i></li> <li><i>2. Notes the Auditor's unqualified reports on the Financial Statements, Standard Statements and Performance Statement.</i></li> <li><i>3. Notes the Annual Report was submitted to the Minister for Local Government by 30 September 2009, as required.</i></li> <li><i>4. Considers and receive the 2009/10 Annual Report as presented to this meeting in accordance with Sections 131 and 134 of the Local Government Act 1989.</i></li> </ol> |   |   |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |  |  |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|
| <p><b><u>OM102710-5 COUNCIL'S INSTRUMENT OF DELEGATION TO STAFF UPDATE</u></b></p> <p>Department: Corporate and Community Services</p> <p><b><u>Recommendation(s)</u></b></p> <p><b><i>In the exercise of the powers conferred by section 98(1) of the Local Government Act 1989 (the Act) and the other legislation referred to in the tabled Instrument of Delegation, Colac Otway Shire Council (Council) resolves that –</i></b></p> <ol style="list-style-type: none"> <li><b><i>1. There be delegated to the members of Council staff holding, acting in or performing the duties of the offices or positions referred to in the tabled Instrument of Delegation to members of Council staff, the powers, duties and functions set out in that Instrument, subject to the conditions and limitations specified in that Instrument.</i></b></li> <li><b><i>2. The Instrument comes into force immediately the common seal of Council is affixed to the Instrument.</i></b></li> <li><b><i>3. On the coming into force of the Instrument all previous delegations to members of Council staff (other than the Chief Executive Officer) are revoked.</i></b></li> <li><b><i>4. The duties and functions set out in the Instrument must be performed and the powers set out in the Instrument must be executed, in accordance with any guidelines or policies of Council that may from time to time adopt.</i></b></li> </ol> |  |  |
| <p><b><u>OM102710-6 INFLUENZA PANDEMIC PLAN</u></b></p> <p>Department: Corporate and Community Services</p> <p><b><u>Recommendation(s)</u></b></p> <p><b><i>That Council adopts the Barwon-South Western Region Plan for Influenza Pandemic (Colac Otway Shire).</i></b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |  |  |







OM102710-3

**CORANGAMITE REGIONAL LIBRARY CORPORATION  
(CRLC) DEED OF AMENDMENT**

|             |                                |           |           |
|-------------|--------------------------------|-----------|-----------|
| AUTHOR:     | Colin Hayman                   | ENDORSED: | Rob Small |
| DEPARTMENT: | Corporate & Community Services | FILE REF: | GEN0592   |

**Purpose**

To consider a Deed of Amendment for the Corangamite Regional Library Corporation agreement.

**Declaration of Interests**

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

**Background**

The Colac Otway Shire is currently a signatory to the Corangamite Regional Library Corporation agreement along with 3 other Local Governments: Shires of Corangamite and Moyne and City of Warrnambool.

The original agreement to form the CRLC was in November 1995. Since 1995 each of the 4 Councils who comprise the CRLC have executed further agreements in 1999, 2003 and 2007.

In March 2010, the Department of Planning and Community Development (DPCD) advised that the CRLC member Councils had agreed to extend the term of their agreement to June 2013, but that the legal processes were yet to be completed which included the signing of the agreement and the ministerial notice in the gazette.

Given the uncertainty around the current legal status of the CRLC under the Act, DPCD sought legal advice from the Victorian Government Solicitor's Office (VGSO).

*"The advice received from VGSO stipulates that, in accordance with ss196(3) and 196(4) of the Act, CRLC as at 23 November 1995, became a body corporate with perpetual succession. That is, the 1995 Agreement which in effect created CRLC continues in existence as a legal entity until such time as it is wound up or dissolved under section 197G of the Act. Thus the terms of the 1995 Agreement continue to apply, notwithstanding the fact that clause 17 of that agreement states it has a term of three years.*

*Subsequent agreements executed by the member Councils (and approved by the Minister in accordance with s196(2) of the Act) in 1999, 2003 and 2007 which purport to establish the regional library are therefore technically invalid in that they seek to establish what already exists. The correct approach would have been to simply amend the 1995 Agreement pursuant to section 196(8) of the Act. However, in practical terms the invalidity of the subsequent agreements is of little effect and no legal consequence as the constitutional type provisions of the 1995 Agreement have not been materially altered.*

*The advice provided by the VGSO recommends that all member Councils executive a Deed of Amendment under section 196(8) of the Act which would essentially update the founding Agreement in line with provisions in the subsequent invalid agreements in this instance, the*

VGSO has drawn up the Deed of Amendment for Corangamite Regional Library Corporation (enclosed) at the request of LGV.

*The Deed updates the constitutional type provisions of the 1995 Agreement, updates terminology and references to the Act to reflect current practice and other amendments as necessary to bring the Agreement into line with the 2008 provisions. Importantly, the Deed of Amendment also deletes the duration of agreement provision and replaces it with a 'review of agreement' provision.*

*To take effect the Deed needs to be circulated to all member Councils for review, signing and sealing. This process will be required for all future amendments to the Agreement, wherein a Deed of Amendment must be drawn up and officially approved by all member Councils."*

Following receipt of the advice from DPCD, the CRLC also sought legal advice.

The advice received noted:

*"it appears to us that the Corporation has no practical option but to accept what is said and finalise the draft Deed. This is because no 'new' Corporation Agreement can be effective without Ministerial approval (see section 196(2) of the Local Government Act 1989 – the LGA). It is extremely unlikely that any Ministerial approval will be forthcoming. All that is possible is approval of an amendment to the original Corporation Agreement."*

Maddocks

At the CRLC Board meeting on 8 July 2010 it was resolved:

*"That the Board approve the proposed Deed of Agreement to the Regional Agreement, dated 23 November 1995 and circulate the Deed to the member Councils for consent pursuant to clause 15 of the Agreement."*

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

### 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.

## **Issues / Options**

### Agreements

As noted in the advice from the VGSO, the CRLC became a body corporate as at 23 November 1995 with perpetual succession. The terms of the original agreement continue to apply, notwithstanding that the original agreement stated it had a term of 3 years.

The further agreements executed in 1999, 2003 and 2007 are now considered to be technically invalid, in that they seek to establish what already exists.

### Deed of Amendment

A Deed of Amendment has been prepared reflecting the original agreement and the changes proposed in the agreements executed in 1999, 2002 and 2007.

To take effect the Deed needs to be circulated to all member Councils for review, signing and sealing. The Deed of Amendment needs to be officially approved by all member Councils.

### Options

As noted the CRLC Board have resolved to circulate the Deed to the member Councils for consent.

Council can agree to the Deed of Amendment as provided or suggest changes to CRLC.

It is proposed that further discussions are held between Councillors and Officers to enable issues to be documented and forwarded to the CRLC for further consideration prior to any agreement to the revised Deed of Amendment.

### **Proposal**

It is proposed that Council resolves to write to the CRLC advising that Colac Otway Shire will be considering the Deed of Amendment and possible changes to the document prior to any agreement.

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

The approval of the Deed of Amendment has no financial implications. Council already makes a financial contribution towards the operation of the CRLC.

If a Council withdrew from the CRLC then further analysis would be required as to possible options and resource implications.

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

As noted a Deed of Amendment needs to be approved to address the issues previously proposed in the agreements 1999, 2003 and 2007 as they are technically invalid.

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

Not applicable.

### **Community Engagement**

The CRLC Board have considered the Deed of Agreement. Community engagement is not applicable as this is a procedural matter.

Council have received a briefing on the background to the Deed of Amendment and agreed to have further discussions on various clauses within the document.

### **Implementation**

The CRLC would be advised of Council's decision following the Council meeting.

### **Conclusion**

Advice has been received from the Department of Planning and Community Development and solicitors that the CRLC should finalise a Deed of Amendment.

The Deed of Amendment has been developed based on clauses that have been previously agreed to by each of the Councils that make up the Corporation.

Further discussions to be had, to review relevant clauses within the Deed of Amendment prior to being agreed to by Council.

### **Attachments**

1. Agreement to form CRLC (Nov 1995)
2. Deed of Amendment

**Recommendation(s)**

***That Council resolve to write to the CRLC advising that Colac Otway Shire will be considering the Deed of Amendment and possible changes to it prior to formally agreeing to sign and seal the document.***

~~~~~\ ~~~~~

CRLC 025  
mt



**AGREEMENT**

**TO FORM**

**CORANGAMITE  
REGIONAL LIBRARY  
CORPORATION**

**AGREEMENT TO FORM CORANGAMITE REGIONAL  
LIBRARY CORPORATION**

THIS AGREEMENT is made on 23 November 1995.

**BETWEEN:** The Moyne Shire Council established as a body corporate under an Order-In-Council made pursuant to the Local Government Act 1989.  
Office - 10 Cox Street, Port Fairy

The Corangamite Shire Council established as a body corporate under an Order-In-Council made pursuant to the Local Government Act 1989.  
Office - 181 Manifold Street, Camperdown

The Colac-Otway Shire Council established as a body corporate under an Order-In-Council made pursuant to the Local Government Act 1989.  
Office - 2-6 Rae Street, Colac

The Warrnambool City Council established as a body corporate under an Order-In-Council made pursuant to the Local Government Act 1989.  
Office - 25 Liebig Street, Warrnambool

**RECITALS:**

- A. The Councils desire to enter into an agreement to form a regional library to service the area comprising their municipal districts and with the intention that section 196 of the *Local Government Act 1989* will apply.
- B. The Councils have agreed on the assets they will provide for the use of, or, transfer to the ownership of, the Regional Library.
- C. The Councils have agreed to contribute certain sums of money annually for the purposes of the Regional Library.



**AGREEMENT**

**1. DEFINITIONS**

In the interpretation of this Agreement, including the Recitals, except where the context otherwise requires -

- (a) the following words shall have the following meaning -

“Act” means the *Local Government Act 1989*;

“Chief Executive Officer” means the person appointed in accordance with the Act;

“Board” means the governing body of the Regional Library established under clause 3.1;

“Council” means a party to this Agreement;

“Local Law” means a Local Law made in accordance with Part 5 of the Act;

“Minister” means the Victorian Government Minister responsible for administering *Local Government Act 1989*;

“Regional Library” means the regional library corporation established under this Agreement;

- (b) word denoting the singular shall include the plural and vice versa;
- (c) words denoting any gender include all genders;
- (d) headings are for convenience only and shall not affect the interpretation of this Agreement.

**2. CREATION OF THE REGIONAL LIBRARY**

There shall be constituted a regional library corporation for the purposes of section 196 of the Act by the name of Corangamite Regional Library to -

- (a) provide, subject to any conditions attached to any State government library subsidies and grants to the Regional Library or the Councils, a regional library service for Councils’ municipal districts as determined by the Board;

- (b) make Local Laws relating to the Regional Library;
- (c) perform any other functions which are conferred on the Regional Library under this Agreement or the Act, including defining overall policy objectives, developing strategic policy and approving a Corporate Plan and an Annual Operating Plan; and
- (d) to do all things necessary or expedient in accordance with this Agreement and the Act for the carrying out of its functions.

### **3. MEMBERSHIP OF THE BOARD**

- 3.1 The Board of the Regional Library shall consist of the following members -
  - (a) One Commissioner/Councillor appointed by each Council; and
  - (b) One Senior Officer appointed by each Council;
- 3.2 A Council may appoint a Commissioner, Councillor or member of Council staff to act as deputy in place of one its appointed members.
- 3.3 A member and deputy shall hold office until the term of his/her appointment expires, until removed or the person resigns or ceases to be a Commissioner, Councillor or member of Council staff, whichever occurs first.
- 3.4 A Council may remove from office its appointed member or deputy.
- 3.5 A Council must fill a vacancy in its members as soon as possible and notify the Board in writing of the new member.
- 3.6 The office of a member automatically becomes vacant if he/she is absent for three consecutive meetings without the leave of the Board.
- 3.7 A quorum for the purpose of meetings of the Corporation will be the presence of one appointed member from three of the Councils at the stated time and place of meeting.

### **4. PROCEEDINGS OF THE BOARD**


- 4.1 The Board shall hold an ordinary meeting at least once in every three months.

- 4.2 If a Special Meeting is called, it must be called by the Chief Executive Officer on the request of the Chairperson or any three members of the Board.
- 4.3 The Board shall elect a member to be Chairperson and a member to be Deputy Chairperson of the Board and they shall hold office for twelve months, unless they go out of office earlier in accordance with clause 3.3 of this Agreement.
- 4.4 The election for the Chairperson and Deputy Chairperson of the Board shall be held by the Board -
  - (a) at its first meeting following the establishment of the Regional Library; and
  - (b) at its first meeting after the first general election of Councillors for a Council.
- 4.5 The Chairperson or, in the absence of the Chairperson, the Deputy Chairperson shall preside at a meeting of the Board.
- 4.6 In the absence of the Chairperson and Deputy Chairperson from a Board meeting, the remaining members of the Board may elect one of their number to preside at that meeting.
- 4.7 Notice of motion to recommend amendment of this Agreement and notice of motion for the adoption or amendment of Local Laws by the Board shall be given in writing to Councils at least one month before the meeting of the Board at which the motion is to be discussed.
- 4.8 Each Council agrees to indemnify the Regional Library in respect of any liability incurred as a consequence of the operation of section 76 of the Act in relation to each of its appointed members.

**5. CHIEF EXECUTIVE OFFICER**

- 5.1 The Board shall appoint a Chief Executive Officer of the Regional Library.
- 5.2 In addition to any responsibilities imposed on a Chief Executive Officer under the Act, the Chief Executive Officer shall be responsible to the Board for the finances and administration of the Regional Library including the implementation of the Annual Operating Plan, delivery of the service and administrative support for the Board and any other duties specified.

6. EQUITY AND OPERATING COSTS

- 
- 6.1 Each Council agrees to the Regional Library using the assets set out in the Statement of Council Assets in Schedule 1.
- 6.2 Each Council agrees to transfer the assets and liabilities set out in the Statement of Regional Library Assets in Schedule 2.
- 6.3 The Chief Executive Officer shall maintain a register of the assets provided for the use of the Regional Library by Councils. This register must indicate which Council owns each asset.
- 6.4 The Chief Executive Officer shall maintain a register of the assets owned by the Regional Library.
- 6.5 It is agreed that each Council will be party to this agreement for a fixed period of 3 years.
- 6.6 The Regional Library shall, unless otherwise agreed by Councils, be responsible for the maintenance, repair, replacement and operating costs of assets owned by the Regional Library.
- 6.7 Each Council shall, unless otherwise agreed by Councils, be responsible for the maintenance, repair, replacement and operating costs of assets owned by it but provided for the use of the Regional Library.
- 6.8 The Regional Library shall, unless otherwise agreed by Councils and subject to clauses 6.6 and 6.7, be responsible for its own operating costs.

7. STRATEGIC PLANNING

- 7.1 The Chief Executive Officer shall by 1 June each year provide each Council with a copy of the Regional Library's proposed Corporate Plan prepared in accordance with section 153A of the Act.
- 7.2 The Chief Executive Officer shall by 1 June each year prepare and provide each Council with a proposed Annual Operating Plan for the financial year commencing 1 July.
- 7.3 The Annual Operating Plan shall include a program for the delivery of services by the Regional Library which identifies the nature and extent of proposed services and an estimate of the costs of the provision of those services.
- 7.4 The Regional Library must adopt a Corporate Plan and an Annual Operating Plan by the date specified in the Act for the adoption of its annual Budget.

**8. ANNUAL BUDGET**

- 8.1 The Chief Executive Officer shall by 1 June each year provide each Council with a copy of the Regional Library's proposed annual Budget prepared in accordance with section 144 of the Act.
- 8.2 The proposed annual Budget shall include -
- (a) the amount of funds currently held by the Regional Library;
  - (b) the amount of each Council's proposed financial contribution to the Regional Library for the financial year commencing 1 July; and
  - (c) the amount of funds to be received from any other source by the Regional Library in the financial year commencing 1 July.
- 8.3 The Regional Library must not adopt a proposed Annual Budget or a Revised Annual Budget which has not been approved in writing by each Council.

**9. ANNUAL FINANCIAL CONTRIBUTIONS**

- 9.1 The amount to be contributed to the Regional Library by each Council during each financial year shall be the sum of:
- (a) the amount specified in the Regional Library's adopted annual Budget;
  - (b) all State Government library subsidies and grants received by the Council for library services; and
  - (c) funds received by the Council from any other sources for library services.
- 9.2 Each Council's financial contribution to the Regional Library shall be paid in quarterly instalments on the first day of July, October, January and April of each year.
- 9.3 The first instalment shall be the same amount paid by the Council in the previous quarter and the second instalment shall include any adjustment to ensure the two instalments together equal half the amount to be paid by that Council for that financial year.
- 9.4 All other Council contributions under clause 9.1 shall be paid within one month of receipt of the monies by the Council.

- 9.5 In addition to the contributions payable under this clause, a Council shall be responsible for the Regional Library's costs in providing any additional service or resources requested by the Council and such costs are to be paid within 30 days of the Council receiving an invoice from the Regional Library.
- 9.6 Interest shall be paid on any amount payable under clause 9 which is not received by the Chief Executive Officer within 14 days of the due date at the rate fixed by the Governor in Council for the purposes of section 172 of the Act and calculated monthly from the date the amount became due until the date it is received by the Chief Executive Officer.

**10. TRANSITIONAL PROVISIONS**

- 10.1 Each Council agrees to contribute the amount specified in Schedule 3 for the period commencing on the date this Agreement comes into effect and ending at the beginning of the next financial year (the transitional period).
- 10.2 The Chief Executive Officer shall prepare a Budget, and Annual Operating Plan for the transitional period in a form and by the date specified in Schedule 4.

**11. ANNUAL REPORTING AND ACCOUNTS**

- 11.1 The Chief Executive Officer shall, within three months of the end of each financial year, provide each Council with a copy of the Regional Library's Annual report prepared in accordance with section 126 of the Act.
- 11.2 The books of accounts and all other financial records of the Regional Library shall be available for inspection at all reasonable times by any Councillor, or person authorised by a Council, or, by any person authorised by the Secretary of the Department responsible for administering State Government library subsidies and grants from which the Regional Library or Councils receive funds.

**12. ENTRY AND EXIT OF PARTIES**

- 12.1 A Council which is not a party to this Agreement may, by supplementary agreement with the Councils, be admitted as a party to this Agreement and subject to the provisions of the supplementary agreement, shall have the same rights, duties and obligations of the Councils under this Agreement.

**13. DISSOLUTION OF REGIONAL LIBRARY**

13.1 Subject to section 197G of the Act, the Regional Library may be dissolved by agreement of at least three quarters of the parties to this Agreement including those admitted as a party by supplementary agreement.

13.2 If the Regional Library is dissolved under this clause

- (a) each Council shall be entitled to a portion of the Regional Library's assets in the same proportion as its financial contribution to the Regional Library bears to all the member Councils' financial contributions to the Regional Library over the duration of this Agreement; and
- (b) each Council shall be liable for a portion of the liabilities and contingent liabilities of the Regional Library in the same proportion as its financial contribution to the Regional Library bears to all the member Councils' financial contributions to the Regional Library over the duration of this Agreement.

**14. DISPUTE RESOLUTION**

14.1 If there is any dispute or difference between a Council and the Regional Library or between any of the Councils which arises out of this Agreement or concerns the Regional Library, the matter shall be determined as a dispute under the Commercial Arbitration Act 1984 and the arbitrator's decision shall be final and binding on the parties to the dispute.

14.2 The parties to the arbitration shall -

- (a) be responsible for their own arbitration costs; and
- (b) unless otherwise determined by the arbitrator, share the arbitrator's costs equally.

**15. AGREEMENT AMENDMENT**

An amendment to this Agreement has no effect unless it is -

- (a) in writing and signed by all parties to the Agreement; and
- (b) approved by the Minister by notice published in the Government Gazette.

16. **CONDITIONS PRECEDENT**

This Agreement has no effect as between the parties unless it is approved by the Minister in accordance with section 196(2) of the Act.

17. **DURATION OF AGREEMENT**

17.1 This Agreement expires 3 years after the Regional Library is established.

17.2 Each Council must hold a meeting no later than 12 months before the expiration of this Agreement to consider entering into a new Regional Library Corporation.

**EXECUTED as an Agreement**



IN WITNESS WHEREOF

*[Handwritten signature]*

THE COMMON SEAL of the Colac-Otway Shire Council was hereunto affixed in accordance with a resolution of the Council made on.....

*[Handwritten signature]*  
.....  
Commissioner

*[Handwritten signature]*  
.....  
Commissioner

*[Handwritten signature]*  
.....  
Chief Executive Officer



*[Handwritten signature]*

THE COMMON SEAL of the Corangamite Shire Council was hereunto affixed in accordance with a resolution of the Council made on.....

*[Handwritten signature]*  
.....  
Commissioner

*[Handwritten signature]*  
.....  
Commissioner

*[Handwritten signature]*  
.....  
Chief Executive Officer

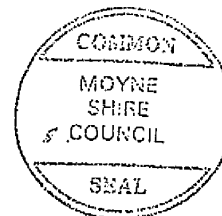
*[Handwritten signature]*

THE COMMON SEAL of the Moyne Shire Council was hereunto affixed in accordance with a resolution of the Council made on.....

*[Handwritten signature]*  
.....  
Commissioner

*[Handwritten signature]*  
.....  
Commissioner

*[Handwritten signature]*  
.....  
Chief Executive Officer



*[Handwritten signature]*

THE COMMON SEAL of the Warrnambool City Council was hereunto affixed in accordance with a resolution of the Council made on .....

*[Handwritten signature]*  
.....  
Commissioner

*[Handwritten signature]*  
.....  
Commissioner

*[Handwritten signature]*  
.....  
Chief Executive Officer



**SCHEDULE 1**  
STATEMENT OF COUNCIL ASSETS

**SCHEDULE 2**  
STATEMENT OF REGIONAL LIBRARY ASSETS

**SCHEDULE 3**  
INTERIM FINANCIAL CONTRIBUTIONS OF COUNCILS

**SCHEDULE 4**  
INTERIM BUDGET AND  
ANNUAL OPERATING PLAN

• **Schedule 1 - Statement of Council Assets**

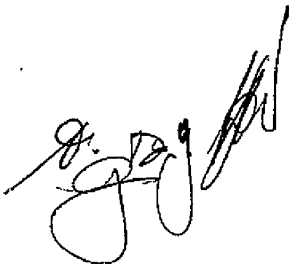
Each Council agrees to provide the following assets for the use of the Regional Library:

***Land and Buildings***

- Corangamite Shire Council  
212 Manifold Street, Camperdown  
55 Victoria Street, Cobden  
55 Main Street, Derrinallum  
135 High Street, Terang  
82 Curdievale Road, Timboon
- Colac Otway Shire Council  
99 Gellibrand Street, Colac
- Moyne Shire Council  
High Street, Koroit  
Dunlop Street, Mortlake  
65 Sackville Street, Port Fairy
- Warrnambool City Council  
25-53 Liebig Street, Warrnambool

***Leasehold Property***

- Corangamite Shire Council  
Curdie Vale Road, Timboon



- **Schedule 2 - Statement of Regional Library Assets**

The following assets will be transferred to the ownership of the Regional Library by agreement of the Councils within two months of the establishment of the Regional Library.

*As per Attachment 1*

Attachment 1

CORANGAMITE REGIONAL LIBRARY SERVICE

ASSET REGISTER - Regional Library's Plant and Equipment (September 1995)

- 1) MOBILE LIBRARY - Mitsubishi 1989, and container body - DUJ 094
- 2) VAN - Holden Shuttle, 1988 - DHZ 608
- 3) STATION SEDAN - Ford Falcon (grey), 1995 - NER 278
- 4) STATION SEDAN - Ford Falcon (silver), 1995 - NIQ 393

Equipment

1 x 2 car "Garage" at the Bath Street Depot

Computer Equipment - Colac Library

- 1 x G.A. Computer
- 1 x Uninterruptable Power Supply unit
- 4 x SCITEC 2400 modems
- 1 x MAESTRO 9600 modem
- 2 x MDX multiplexors (one in Colac, other in Warrnambool Library)
- 2 x SEIKOSHA SL23OAI serial printers
- 1 x SEIKOSHA SL90 parallel printer
- 8 x WYSE 60 terminals and keyboards
- 1 x WYSE 30 system terminal and keyboard
- 1 x QUME QVT 61 terminal and keyboard
- 6 x INTERMEC 9512 barcode readers and wands
- 4 x 9440 Portable Transaction Units - Sanderson Computers 8.9.95

Branch Libraries

- 8 @ SAMSUNG (AWA) terminals and keyboard ML4511
- 8 @ GA 286-2 Hard disk units
- 8 @ SCITEC Business 2400 modems
- 8 @ INTERMEC 9570 barcode readers and wands

- located at Camperdown, Cobden, Derrinallum, Koroit, Mortlake, Port Fairy, Terang and Timboon.

Spare: SVGA Monitor and Hard disk - at Terang  
QUME QVT-61 terminal, keyboard and Worthington R5232 wedge barcode reader and wand- at Colac

Warrnambool Library

2 x WYSE terminals & INTERMEC 9512 barcode readers and wands

2 x WYSE terminals} - OPAC  
1 x QUME QVT 61 terminal} - OPAC

1 x QUME QVT 61 terminal & WORTHINGTON barcode reader and wand  
1 x QUME QVT 61 terminal and INTERMEC 9512 barcode reader and wand

Mobile Library

2 x Notebook PC's - 1 x SLIMLINE 386  
- 1 x Notebook SLC/33 486  
1x INTERMEC 9710 wedge barcode reader and wand  
1 x AWA PL286 Laptop PC & INTERMEC 9570 barcode reader and wand

C.D./PC

1 x HALLMARK COMPUTER SERVICES 486 & Viewmaster Monitor  
1 x CANON LBP-4 laser printer

- All one unit; supplied by Ministry for the Arts, 1994.  
- located at Warrnambool Library.

Workroom equipment

1 x MACINTOSH "Classic" MI420 PC  
2 x MACINTOSH "Plus 1mb" M0001AP PC  
1 x RICOH 6000 Laser printer  
1 x OPAL 486 PC  
1 x NEC Pinwriter P5300 printer  
1 x NEC 286 PC (Monitor, hard disk and keyboard) (Reconfigured as spare PC for Branch System and stationed at Koroit)  
1 x ADLER SE400M electric typewriter  
1 x ADLER SE310 electric typewriter

Photocopiers

1 x LANIER 6717  
2 x SHARP SF-8200 (one with coin box for public use at Colac; other at Terang)  
1 x CANON NP3020 photocopier & coin box

Note: CANON NP3020 - purchased by Warrnambool City in 1992 and added to Regional Library '93/'94, with provision that, when necessary, the Regional Library would replace the unit.

Microfilm Readers

- 1 x 3M "500" series - Koroit Library
- 1 x 3M "500" series - Colac Historical Centre (on permanent loan)
- 1 x 3M "500" series - Warrnambool ("Blue" unit, 2nd hand)
- 1 x MINOLTA RP605Z m'film reader/printer & coin box (new '95) - Warrnambool

Microfiche readers

1. Branch Libraries:
  - 8 x DATAMATE 175 readers - one at each Branch Library
2. Colac Library:
  - 1 x DATAMATE 175 - reader
  - 1 x AGFA COPEX LF 102 - reader
  - 1 x CANON CANORAMA 360T - reader
3. Warrnambool Library:
  - 2 x DATAMATE 175 - readers
  - 1 x MICRON 785 - reader
  - 1 x CANON 250T - reader

FAX units

- 2 x SANYO SFX-11 units - are at Warrnambool; one at Colac
- 10 x SHARP FO-235 fax units - at each Branch, Colac and Warrnambool. Supplied by Government Grant from Ministry for the Arts, 1994.

Video units

- 1 x NATIONAL TV ("Quintex - 22")
- & 1 x NATIONAL VCR NV-370 - Colac Library

Amplifier/PA

- 1 x SHARP HK220 PA system & microphone - Warrnambool Library

Office Equipment (Miscellaneous)

- 2 x 4 drawer NAMCO filing cabinets - Colac
- 1 x 2 drawer Brownbuilt filing cabinet - Colac
- 1 x GLENAIR pedestal fan - Colac
- 1 x OMEGA fan - Colac
- 1 x NATIONAL F30AAE fan - Colac
- 1 x LIESEGANG 349 slide projector - Colac
- 2 x EIKI projectors (16mm) - one in Colac; other in Warrnambool. (Note:  
Warrnambool Library has another EIKI - all from State Film Centre)
- 2 x projector screens (1 metre)
- 2 x projector screens (2 metre) - one of each in Colac and Warrnambool Libraries.
- 1 x projector stand
- 1 x SIMPSON Microwave oven - (Note: purchased by Colac Library staff) - Colac
- 1 x MEIKO MS plastic pouch laminator (heavy duty unit) - Warrnambool
- 2 x L-100 MINI MS-pouch MEIKO plastic pouch laminators - Colac Library
- 1 x L-100 MINI MS-pouch MEIKO plastic pouch laminator - Spare for use at Branch  
Libraries

Microfilming Unit

- 1 x KODAK MRD microfilmer (1984) - together with:
- 9 x "target boards" (black)
- 3 x boxes of plastic letters
- 1 x KODAK RV-2 microfilmer (1972)
- 1 x 3M JL 80 model jacket-loader
- 1 x MINOLTA DR 1600 microfilmer & AFT (auto feed) unit

Note: Purchased by Warrnambool City in 1993 to film computer printouts, with proviso that when completed, unit would be ceded to the Microfilm Unit.


- 2 x high chairs (for microfilming)
- 1 x FUJI film editor
- 1 x office desk and swivel chair (1992)
- 4 x PRECISION steel microfilm cabinets

Regional Librarian's Office - Warrnambool

- 1 x PRECISION 3 drawer filing cabinet
- 1 x NAMCO 4 drawer filing cabinet
- 1 x swivel chair
- 1 x brown, square tubular steel chair



Schedule 2 - Statement of Regional Library Assets



The following liabilities will be assigned to the Regional Library by agreement of the Councils within two months of the establishment of the Regional Library.

The value of Council's share of the total assets to be transferred to the ownership of, and the total liabilities to be assigned to, the Regional Library are as follows:

|   | WARRNAMBOOL         | CORANGAMITE       | COLAC             | MOYNE             | TOTAL               |
|---|---------------------|-------------------|-------------------|-------------------|---------------------|
|   | \$                  | \$                | \$                | \$                | \$                  |
| <b>CURRENT ASSETS</b>                     |                     |                   |                   |                   |                     |
| Cash                                      | 297                 | 198               | 232               | 181               | 908                 |
| Receivables                               | 82,491              | 54,810            | 64,667            | 50,145            | 252,114             |
| Investments                               | 57,838              | 38,429            | 45,340            | 35,159            | 176,767             |
| Other                                     | 2,817               | 1,872             | 2,208             | 1,713             | 8,610               |
| <b>NON CURRENT ASSETS</b>                 |                     |                   |                   |                   |                     |
| Furniture, Fittings<br>& Office Equipment | 58,205              | 38,673            | 45,627            | 35,382            | 177,887             |
| Motor Vehicles                            | 14,782              | 9,821             | 11,588            | 8,986             | 45,178              |
| Books                                     | 776,061             | 515,635           | 608,373           | 471,756           | 2,371,824           |
| Book Mobiles                              | 14,782              | 9,821             | 11,588            | 8,986             | 45,178              |
| Other                                     |                     |                   |                   |                   |                     |
| <b>TOTAL ASSETS</b>                       | <b>\$ 1,007,274</b> | <b>\$ 669,259</b> | <b>\$ 789,624</b> | <b>\$ 612,307</b> | <b>\$ 3,078,465</b> |
| <b>CURRENT LIABILITIES</b>                |                     |                   |                   |                   |                     |
| Creditors                                 | 1,068               | 710               | 838               | 650               | 3,266               |
| Provisions                                | 46,496              | 30,893            | 36,449            | 28,264            | 142,102             |
| Overdraft                                 | 75,056              | 49,869            | 58,838            | 45,626            | 229,388             |
| Other                                     |                     |                   |                   |                   |                     |
| <b>NON CURRENT LIABILITIES</b>            |                     |                   |                   |                   |                     |
| Borrowings                                |                     |                   |                   |                   |                     |
| Creditors & Provisions                    | 6,591               | 4,379             | 5,167             | 4,006             | 20,144              |
| Other                                     |                     |                   |                   |                   |                     |
| <b>TOTAL LIABILITIES</b>                  | <b>\$ 129,212</b>   | <b>\$ 85,851</b>  | <b>\$ 101,292</b> | <b>\$ 78,546</b>  | <b>\$ 394,900</b>   |
| <b>NET ASSETS</b>                         | <b>878,062</b>      | <b>583,408</b>    | <b>688,333</b>    | <b>533,761</b>    | <b>2,683,564</b>    |
| <b>EQUITY</b>                             |                     |                   |                   |                   |                     |
| Reserves                                  | 27,529              | 18,291            | 21,581            | 16,735            | 84,136              |
| Accumulated Surplus                       | 850,533             | 565,117           | 666,752           | 517,027           | 2,599,429           |
| <b>Reserves and Acc. Surplus</b>          | <b>\$ 878,062</b>   | <b>\$ 583,408</b> | <b>\$ 688,333</b> | <b>\$ 533,761</b> | <b>\$ 2,683,564</b> |
| <b>Equity as a % of Total Equity</b>      | <b>32.72</b>        | <b>21.74</b>      | <b>25.65</b>      | <b>19.89</b>      | <b>100.00</b>       |



• **Schedule 4 - Annual Operating Plan and Interim Budget**

**1. Interim Budget**

The Chief Executive Officer must prepare a budget for the Regional Library in respect of the transitional period within one month of the establishment of the Regional Library (the "Interim Budget").

The Interim Budget shall include:

- (a) the amount of funds held by the Regional Library on its establishment;
- (b) the amount of each Council's contribution to the Regional Library for the transitional period; and
- (c) the amount of funds expected to be received by the Regional Library from any other source in the transitional period.

**2. Interim Annual Operating Plan**

The Chief Executive Officer must prepare an Annual Operating Plan for the Regional Library in respect of the transitional period within one month of the establishment of the Regional Library (the "Interim Annual Operating Plan").

The Interim Annual Operating Plan shall include a program for the delivery of services by the Regional Library which identifies the nature and extent of proposed services and an estimate of the costs of the provision of those services.





Victorian Government  
Solicitor's Office

## Deed of Amendment

**Colac Otway Shire Council**

and

**Corangamite Shire Council**

and

**Moyne Shire Council**

and

**Warrnambool City Council**

Level 25, 121 Exhibition Street, Melbourne Vic 3000  
Level 33, 80 Collins Street, Melbourne Vic 3000  
DX 300077 Melbourne

Tel +61 3 8684 0444 Fax +61 3 8684 0449  
Tel +61 3 9947 1444 Fax +61 3 9947 1499  
[www.vgso.vic.gov.au](http://www.vgso.vic.gov.au)  
Ref: 1079045

[5702032: 7213426\_1]

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[5702032: 7213426\_1]

**Date** 2010

**Colac Otway Shire Council being a body corporate under an Order-In Council made pursuant to the *Local Government Act 1989 (Vic)***

of 2 – 6 Rae Street Colac Victoria 3250

**and**

**Corangamite Shire Council being a body corporate under an Order-In Council made pursuant to the *Local Government Act 1989 (Vic)***

of 181 Manifold Street Camperdown Victoria 3260

**and**

**Moyne Shire Council being a body corporate under an Order-In Council made pursuant to the *Local Government Act 1989 (Vic)***

of 10 Cox Street Port Fairy Victoria 3284

**and**

**Warrnambool City Council being a body corporate under an Order-In Council made pursuant to the *Local Government Act 1989 (Vic)***

of 25 Liebig Street Warrnambool Victoria 3280

**(each, a Council)**

## **Background**

- A. The Councils are parties to the Corangamite Regional Library Agreement, dated on or around 23 November 1995.
- B. The parties wish to otherwise amend the Agreement pursuant to the terms of this Deed.

## **Agreed terms**

### **1. Definitions and Interpretation**

#### **1.1 Definitions**

In this deed, unless the context otherwise requires:

**Agreement** means the Corangamite Regional Library Agreement between each Member Council dated on or around 23 November 1995.

**Deed** means this document and any schedules, annexures or attachments to this document.

**Effective Date** means the date on which notice is given in the *Victoria Government Gazette* of approval by the Minister administering the *Local Government Act 1989* in accordance with section 196(8) of that Act.

## 1.2 Interpretation

In this deed, unless the context otherwise requires:

- (a) a defined word or expression in the Agreement has the same meaning in this Deed; and
- (b) the interpretation provisions in clause 1(b) to (d) of the Agreement apply to this Deed.

## 2. Effective Date

This Deed takes effect, and the parties are bound by the Agreement as varied by this Deed, on and from the Effective Date.

## 3. Amendment of Agreement

### 3.1 Amendment

On and from the Effective Date, the Agreement is amended as follows:

- (a) Recital A is deleted and replaced with the following:
  - 'A. *The Councils desire to enter into an agreement to form and operate a regional library to service the area comprising their respective municipal districts pursuant to section 196 of the Local Government Act 1989.*;
- (b) a new definition of 'Annual Budget' is inserted in clause 1 as follows:

*"Annual Budget" means the annual budget prepared in accordance with section 127 of the Act.*;
- (c) a new definition of 'Library Plan' is inserted in clause 1 as follows:

*"Library Plan" has the meaning given to that term under section 197D of the Act.*;
- (d) a new definition of 'Public Body' is inserted in clause 1 as follows:

*"Public Body" means any government department or municipal council or body established for a public purpose by an Act of Parliament of Victoria, any other State or Territory of the Commonwealth, or the Commonwealth.*;
- (e) a new definition of 'Strategic Resource Plan' is inserted in clause 1 as follows:

*"Strategic Resource Plan" has the meaning given to that term under Part 6 of the Act.*;



- (f) the first paragraph of clause 2 is deleted and replaced with the following:  
*'The Regional Library is established for the purposes of section 196 of the Act by the name of Corangamite Regional Library Corporation to:';*
- (g) clause 2(a) is deleted and replaced with:  
*'(a) provide, subject to any conditions attached to any State government library subsidies and grants to the Regional Library or the Councils, a quality, customer-focused regional library service for the Councils' municipal districts;';*
- (h) clause 2(c) is deleted and replaced with:  
*'(c) perform any other functions which are conferred on the Regional Library under this Agreement or the Act, including defining overall policy objectives and a financial strategy, approving a Library Plan and Strategic Resource Plan, preparing an Annual Budget and preparing an annual report; and;';*
- (i) the word 'to' is deleted from clause 2(d);
- (j) the word 'Commissioner' is deleted from clause 3.1(a);
- (k) the words 'Senior Officer' are deleted wherever they appear in clause 3 and replaced with the words 'member of Council Staff';
- (l) clause 3.2 is deleted and replaced with:  
*'3.2 A Council may appoint a Councillor to act as deputy in place of its appointed Councillor member and a member of Council staff to act as deputy in place of its appointed staff member.';*
- (m) the word 'Commissioner,' is deleted from clause 3.3;
- (n) clause 3.7 is deleted;
- (o) a new clause 3A is inserted immediately after clause 3.6, as follows:  
**'3A Roles and Objectives of the Board**  
3A.1 *The role of the Board is to:*  
*a. plan and provide library resources on behalf of the Councils;*  
*b. advise Councils to provide appropriate facilities throughout the four Council municipalities;*  
*c. ensure library resources and services provided are appropriate for the community and that the resources and services are managed efficiently and effectively; and*  
*d. ensure compliance with statutory requirements.*  
3A.2 *In seeking to undertake its role, the Board's objectives will include:*  
*a. strategic direction and planning;*

- b. *appointing and monitoring the performance of the Chief Executive Officer;*
  - c. *budget approval;*
  - d. *organisation performance;*
  - e. *promoting the Regional Library;*
  - f. *understanding community expectations in relation to the Regional Library; and*
  - g. *setting operating standards and facility standards in relation to the Regional Library.;*
- (p) in clause 4.1, the words 'once in every three months' are deleted and replaced with 'four times every year.;
- (q) clause 4.3 is deleted and replaced with the following:  
*'4.3 The Board shall elect a member to be the Chairperson of the Board and he or she shall hold office for twelve months, unless he or she goes out of office earlier in accordance in with clause 3.3 of this Agreement.;*
- (r) clause 4.4 is deleted and replaced with the following:  
*'4.4 The election for the Chairperson of the Board shall be held by the Board at its first meeting following the establishment of the Regional Library and, thereafter, the process for the election of the Chairperson shall be in accordance with the provisions of any applicable Local Law.;*
- (s) clause 4.5 is deleted and replaced with the following:  
*'4.5 The Chairperson shall preside at a meeting of the Board.;*
- (t) in clause 4.6, the words 'and Deputy Chairperson' are deleted;
- (u) in clause 4.7, the words 'unless otherwise agreed.' are added after the words 'at which the motion is to be discussed';
- (v) clause 5.2 is deleted and replaced with the following:  
*'5.2 In addition to any responsibilities imposed on a Chief Executive Officer under the Act, the Chief Executive Officer shall be responsible to the Board for the finances and administration of the Regional Library including:*
- a. *the implementation of the Library Plan;*
  - b. *the implementation of the financial strategy;*
  - c. *preparation of the Annual Budget;*
  - d. *preparation of the annual report;*
  - e. *drafting of library policies;*

- f. delivery of service;*
  - g. administrative support for the Board; and*
  - h. any other duties specified by the Board from time to time.;*
- (w) in clause 6.1, the words 'the Statement of Council Assets in' are deleted;
- (x) clause 6.2 is deleted and replaced with the following:
  - '6.2 Each Council agrees to the use of the Regional Library assets set out in Schedule 2, as determined by the Board from time to time.;*
- (y) clause 6.5 is deleted and replaced with the following:
  - '6.5 It is agreed that each party will be a party to this agreement until such time as it withdraws in accordance with clause 12.;*
- (z) in clause 7.1, the words 'Corporate Plan prepared in accordance with section 153 of the Act.' are deleted and replaced with 'Library Plan prepared in accordance with section 197D of the Act.;
- (aa) in clauses 7.2 and 7.3, the words 'Annual Operating Plan' are deleted and replaced with the words 'Strategic Resources Plan';
- (bb) in clause 7.4, the words 'Corporate Plan and an Annual Operating Plan' are deleted and replaced with the words 'Library Plan and a Strategic Resources Plan' and the words 'for the adoption of its annual Budget' are deleted.
- (cc) a new clause 7A is inserted immediately after clause 7, as follows:
  - '7A Service Level Agreement**
  - 7A.1 Each Council will enter into a Service Level Agreement with the Regional Library.*
  - 7A.2 The Service Level Agreement will specify the base level services and standards to apply across the region, as well as the Council specific arrangements for added and/or modified services.*
  - 7A.3 The Service Level Agreement operates in conjunction with and support the underlying principles and objectives of this Agreement.;*
- (dd) clause 8.1 is deleted and replaced with the following:
  - '8.1 The Chief Executive Officer shall by no later than 1 March each year provide each Council with a copy of the Regional Library's draft proposed Annual Budget prepared in accordance with section 127 of the Act.;*
- (ee) clause 8.3 is deleted and replace with the following:
  - '8.3 The Chief Executive Officer shall no later than 1 June each year provide each Council with a copy of the Annual Budget as adopted by the Board.;*

- (ff) clause 9.1(a) is amended by adding the words 'or as otherwise agreed by the Board.' after the words 'Annual Budget';
- (gg) clause 9.2 is deleted and replaced with the following:
- '9.2 The amount each Council will contribute to the Annual Budget of the Regional Library will be determined in accordance with a contributions formula agreed by the Board. Each Council's contribution shall be paid in quarterly instalments on the first day of July, October, January and April of each year.';*
- (hh) clause 9.6 is amended by deleting the words 'at the rate fixed by the Governor in Council for the purposes of section 172 of the Act' and replaced with the words 'at the rate referred to in section 172 of the Act';
- (ii) a new clause 9.7 is inserted immediately after clause 9.6, as follows:
- '9.7 The Councils' financial contributions will be subject to an annual acquittal process. The acquittal will involve two stages:*
- a. a preliminary acquittal will be undertaken at the end of March each year based on the projected end of year results (estimated after 9 months actual). Councils' financial contributions will be adjusted to reflect the update and either additional accounts will be raised or refunds made. The variances will be taken up in the current financial year;; and*
- b. a final acquittal will be undertaken at year end and be based on actual financial results. Any variances will be brought to account through end of year journals. The additional accounts or refunds, as the case may be, will be processed in the new financial year.';*
- (jj) clause 11.1 is deleted and replaced with the following:
- '11.1 The Chief Executive Officer shall, within four months of the end of each financial year, provide each Council with a copy of the Regional Library's Annual Report prepared in accordance with section 131 of the Act.';*
- (kk) clause 11.2 is amended by deleting all words following the words 'a Council';
- (ll) a new clause 11.3 is inserted immediately after clause 11.2, as follows:
- '11.3 The Chief Executive Officer shall provide the Board and Councils with quarterly financial reports which include an operating statement reporting the Regional Library service performance to budget and any performance indicators included in the Library Plan and the Strategic Resource Plan.';*
- (mm) in clause 12.1, the word 'Council' where it first appears is deleted and replaced with the words 'Public Body';
- (nn) new clauses 12.2 to 12.8 are inserted immediately after clause 12.1, as follows:

- '12.2 A Council may withdraw from this Agreement having given not less than twelve (12) months notice in writing to the Chief Executive Officer.
- 12.3 A Council that has given notice under clause 12.2 shall withdraw from the Agreement effective from 30 June following the expiry of the period of notice given under clause 12.2.
- 12.4 A Council that withdraws from this Agreement must meet the full costs to the Regional Library of the withdrawal.
- 12.5 A Council that withdraws from this Agreement shall be entitled to a portion of the net assets of the Regional Library as at the date of its withdrawal from the Agreement.
- 12.6 The portion of net assets to which a Council is entitled under clause 12.5:
- (a) shall be calculated according to the value of the assets as disclosed by the relevant audited financial statements;
  - (b) shall be in the same proportion as its financial contribution to the Regional Library bears to all Councils' financial contributions to the Regional Library over the duration of this Agreement; and
  - (c) may be taken in such combination of property and cash as agreed between the Council and the Board, and if it is agreed that a Council is entitled to library materials, the cost of removing them shall be paid for by the Council.
- 12.7 A Council that withdraws from this Agreement shall be liable for a portion of the liabilities, including contingent liabilities of the Regional Library as at the date of its withdrawal from the Agreement.
- 12.8 The portion of liabilities and contingent liabilities for which a Council is liable under clause 12.7:
- (a) shall be calculated according to the liabilities and contingent liabilities as disclosed by the relevant audited financial statements and reports, and any other notes attached to them;
  - (b) shall be in the same proportion as its financial contribution to the Regional Library bears to all Councils' financial contributions to the Regional Library over the duration of this Agreement; and
  - (c) where contracts for goods and services are affected, shall be the full cost of any additional payments for variations to contractual arrangements resulting from the withdrawal.
- (oo) clause 14 is deleted and replaced with the following:

**'14 Dispute Resolution**

14.1 *If there is any dispute or difference between any of the Councils which arise out of this Agreement or concerns the Regional Library, the matter shall be determined by an independent mediator, agreed by the parties in dispute (and if the parties cannot agree, a mediator appointed by the president or other senior office bearer of the Institute of Arbitrators and Mediators Australia), and the mediator's decision shall be final and binding on the parties to the dispute.*

14.2 *The parties to the mediation shall be responsible for their own medication costs and, unless otherwise determined by the mediator, shall share the mediator's costs equally.;*  
and

(pp) clause 17 is deleted and replaced with the following:

*'17 Review of Agreement*

*The parties agree that they will meet at least once every three years for the purposes of reviewing the terms of the Agreement and determining whether any amendments are required.;*

(qq) Schedule 1 is deleted and replaced with the contents set out at Schedule 1 to this Deed; and

(rr) Schedule 2 is deleted and replaced with the contents set out at Schedule 2 to this Deed.

### **3.2 Continued force and effect of Agreement**

Except as varied under clause 3.1 of this Deed, the Agreement continues in full force and effect.

### **3.3 Prior rights not affected**

This Deed does not affect the rights and obligations of the parties to the extent that they relate to the period prior to the Effective Date.

### **3.4 Inconsistency**

If there is any conflict between the provisions of the Agreement and the provisions of this Deed, then the provisions of this Deed shall prevail.

## **4. General**

### **4.1 Costs**

Each party shall pay its own legal and other costs and expenses of negotiating, preparing, executing and performing its obligations under this Deed.

### **4.2 Variation**

This Deed may only be varied or replaced by a document executed by the parties.

**4.3 Further assurance**

Each party must, at its own expense, promptly execute and deliver all documents and take all other action necessary or desirable to effect, perfect or complete the transactions contemplated by this Deed.

**4.4 No merger**

The rights and obligations of the parties under this Deed do not merge on completion of any action or transaction contemplated by this Deed.

**4.5 Counterparts**

This Deed may consist of a number of counterparts and, if so, the counterparts taken together constitute one document.

**4.6 Severability**

Any provision of this Deed which is invalid or unenforceable shall be read down, if possible, to be valid and enforceable. Where that provision cannot be read down it shall, to the extent that it is capable, be severed without affecting the remaining parts of this Deed.

**4.7 Governing Law**

- (a) This Deed is governed by the laws of the State of Victoria.
- (b) The parties irrevocably and unconditionally submit to the non-exclusive jurisdiction of the courts of the State of Victoria and any courts that may hear appeals from those courts and waive any right to object to proceedings being brought in those courts.

**Signing page**

Signed as a deed.

|   |
|---|
| <b>The Common Seal of the Colac-Otway Shire Council</b> was affixed in accordance with a resolution of the Council made on <b>[insert date]</b> |
| Signature of Councillor   |
| Signature of Chief Executive Officer  |

|   |
|---|
| <b>Affix seal</b>                       |
| Name of Councillor (print)              |
| Name of Chief Executive Officer (print) |

|   |
|---|
| <b>The Common Seal of the Corangamite Shire Council</b> was affixed in accordance with a resolution of the Council made on <b>[insert date]</b> |
| Signature of Councillor   |
| Signature of Chief Executive Officer  |

|   |
|---|
| <b>Affix seal</b>                       |
| Name of Councillor (print)              |
| Name of Chief Executive Officer (print) |

|   |
|---|
| <b>The Common Seal of the Warrnambool Shire Council</b> was affixed in accordance with a resolution of the Council made on <b>[insert date]</b> |
| Signature of Councillor   |
| Signature of Chief Executive Officer  |

|   |
|---|
| <b>Affix seal</b>                       |
| Name of Councillor (print)              |
| Name of Chief Executive Officer (print) |

Deed of Amendment\_1

[5702032: 7213426\_1]



|  |   |
|--|---|
| <p><b>The Common Seal of the Moyne Shire Council</b> was affixed in accordance with a resolution of the Council made on [<i>insert date</i>]</p> | <p><b>Affix seal</b></p>                              |
| <p><b>Signature of Councillor</b></p>  | <p><b>Name of Councillor (print)</b></p>              |
| <p><b>Signature of Chief Executive Officer</b></p>   | <p><b>Name of Chief Executive Officer (print)</b></p> |

Deed of Amendment\_1

[5702032: 7213426\_1]

---

## Schedule 1 Council Assets provided for use by the Regional Library

### 1 Buildings

Includes all fixtures and fittings and structural elements, including plumbing, heating and air conditioning systems and hot water supply.

#### Colac Otway Shire Council

- Colac Library 105 Gellibrand Street Colac
- Apollo Bay Library 6 Pengilley Ave Apollo Bay

#### Corangamite Shire Council

- Camperdown Library 212 Manifold Street Camperdown
- Cobden Library 55 Victoria Street Cobden
- Derrinallum Library 55 Main Street Derrinallum
- Terang Library 135 High Street Terang
- Timboon Library 82 Curdie Vale Road Timboon

#### Moyne Shire Council

- Koroit Library 102 High Street Koroit
- Mortlake Library 101 Dunlop Street Mortlake
- Port Fairy 65 Sackville Street Port Fairy

#### Warrnambool City Council

- Warrnambool Library 25 Liebig Street Warrnambool

### 2 Plant

#### Warrnambool City Council

- Ford Transit Van - White.

---

## Schedule 2 Regional Library Assets

### 1. Materials

All books and other library materials in the Regional Library collection.

### 2. Equipment

Loose furniture, including shelving and computer hardware.

### 3. Plant

- Motor vehicle: Colac based

- Home Service Van: Colac based

- Library Outreach Van: Colac based

### 4. Other

Any other assets as listed in the Regional Library Asset register.



**OM102710-4 COUNCIL ANNUAL REPORT**

|             |                                |           |              |
|-------------|--------------------------------|-----------|--------------|
| AUTHOR:     | Margaret Giudice               | ENDORSED: | Colin Hayman |
| DEPARTMENT: | Corporate & Community Services | FILE REF: | GEN00477     |

**Purpose**

This report is to update Council on the preparation, finalisation and council receipt of the 2009/2010 Annual Report in order to meet legislative requirements for Council.

The 2009/2010 Annual Report provides Council with the opportunity to consider, celebrate, and report to the community the achievements of the organisation over the past 12 months.

**Declaration of Interests**

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

**Background**

Council is required under Section 131 of the Local Government Act 1989 to annually prepare a report in the prescribed format.

The 2009/2010 Annual Report was prepared to reflect the governance, operations and achievements of the Colac Otway Shire Council for the reporting period.

Section 131 of the Local Government Act 1989 requires:

*“A Council must in respect of each financial year prepare an annual report containing –*

- (a) a report of its operations during the financial year;*
- (b) audited standard statements for the financial year;*
- (c) audited financial statements for the financial year;*
- (d) a copy of the performance statement prepared under section 132; and*
- (e) a copy of the report on the performance statement prepared under section 133;*
- (f) any other matters required by the regulations”*

In addition Section 134 requires Council to hold a “Meeting to consider the annual report”. A meeting must be held as soon as practicable but within the time required by the regulations, this being “within one month”, after the Council has sent the annual report to the Minister. The Annual Report was sent to the Minister on 30 September 2010.

The meeting to consider the Annual Report is required to be an open meeting and 14 days notice of the meeting must be given. The necessary statutory advertising has been undertaken and, as required by the Local Government Act 1989, copies of the report have been available from Customer Service Centres and Libraries in Colac and Apollo Bay. In addition the Annual Report is available on Council’s website at [www.colacotway.vic.gov.au](http://www.colacotway.vic.gov.au).

**Council Plan / Other Strategies / Policy 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.

**Issues / Options**

The preparation of the Annual report is a statutory requirement of Council and its officers. The report is prepared to reflect the outputs of the various business units of Council over the reporting period as well as the financial operations of council over that time. This is the first year reporting against the 2009-2013 Council Plan.

**Structure of the Annual Report**

The report is structured in several sections as follows:

- The Introductory Section: this includes Council's Vision, The Year in Review, Message from the Mayor and Chief Executive Officer, Chief Financial Officer's Report and details of the Executive Management Team.
- The next 6 sections are Key Result Areas as detailed in the Council Plan for the reporting period:
  - o Leadership and Governance
  - o Physical Infrastructure and Assets
  - o Land Use and Development
  - o Environmental Management
  - o Economic Development
  - o Community Health and Wellbeing
- The Governance section, which reports on Council's statutory compliance requirements.
- The Financial Performance section provides details of key financial details for the 2008/2009 financial year as well as comparisons of key indicators over a 5 year period.
- The Financial Report provides a guide to understanding the statements as well as the Standard and Financial Statements.
- The report ends with other information including Acronyms and Definitions, an index and details regarding contacting Council.

**Key Highlights achieved in 2009/10 by the 6 Key Result Areas in the Council Plan****Leadership and Governance**

- New Colac Community Library and Learning Centre nears completion
- Integration of Fire Management Plans
- 'Virtual' technology infrastructure installed
- Renewed commitment to disadvantaged communities within the Shire

**Physical Infrastructure and Assets**

- Provision of natural gas infrastructure to Elliminyt through a Special Charge Scheme
- Development of a capital works and major projects management system
- Key road improvement projects completed
- Completion of the building renewal program

**Land Use and Development**

- Draft Rural Living Strategy prepared and draft Structure Plans prepared for Forrest and Birregurra
- Outdoor swimming pool compliance audit conducted
- Planning and building enforcement addressed resulted in progress on longstanding non-compliance

**Environmental Management**

- Completion and adoption by Council of the Environment Strategy after 12 months extensive community consultation and input from major regional environmental organisations
- Removal of Elm trees along Barongarook Creek and extensive revegetation works undertaken

**Economic Development**

- Completed a formal evaluation of the Colac Otway Shire and Otways Tourism Agreement
- Achieved over \$2.9 million in Grant funding
- Facilitated a \$1.5 million State Government grant to Colac Power Company to establish a biogas plant

**Community Health and Wellbeing**

- A comprehensive emergency relief and recovery planning and preparation exercise has been undertaken to prepare the community in the event of fire
- Completion of the Barwon South West Regional Trails Master Plan
- 60 Seniors attended all 8 sessions on environmental sustainability within and around the home

The Auditor General has issued a clear audit opinion on the Financial Statements. Council is required by legislation to consider the 2009/2010 Annual Report.

The draft Financial Statements were considered by the Audit Committee on 15 September 2010 and at the Council meeting on 22 September 2010.

The report was submitted to the Minister within the time limit allowed by the Local Government Act 1989, i.e. 30 September 2010.

**Proposal**

The 2009/2010 Annual Report of Council has been displayed at Council's Customer Service Centres at 2 Rae Street, Colac and 69 Nelson Street, Apollo Bay and at the Colac and Apollo Bay libraries. The Report is also available on Council's website at [www.colacotway.vic.gov.au](http://www.colacotway.vic.gov.au).

It is proposed that Council notes and receives the 2009/10 Annual Report.

**Financial and Other Resource Implications**

Cost of preparation of the Annual Report has been within prescribed budget allocation. The cost of printing the 2009/2010 Annual Report is met within the current budget. A limited number of copies are printed to save paper and costs. Hard copies of the annual report will be available to meet statutory, administrative and community needs. The final, professionally printed document will also be available on a CD, limited hard copy and will also be available on Council's website during November 2010.

An overview of Council's financial performance appears in the Annual Report. The overview provides information on key areas and indicators. The statements also include a section on "Understanding the Financial Statements".

**Risk Management & Compliance Issues**

By completing this report in the prescribed format Council meets its Compliance obligations with respect to the Annual Report requirements of both the Local Government Act 1989 and the Local Government (Finance and Reporting) Regulations 2004.

Under Section 131 of the Local Government Act 1989, Council is required to submit an annual report to the Minister within three months of the end of each financial year. The report must be made available for public inspection after it has been sent to the Minister. The annual report contains audited performance, standard and financial statements as well as meeting other statutory requirements.

Under Section 134 of the Local Government Act 1989, Council must consider the Annual Report at a meeting of the Council. The meeting must be advertised and copies of the Annual Report made available before the meeting. This advertising has occurred and indicated that the Report will be considered at the meeting of Council held on the 27 October 2010.

**Environmental and Climate Change Considerations**

In consideration of the environmental and sustainability principles of Council the Annual Report is distributed primarily via the World Wide Web to reduce the amount of hard copy prints of the document. Other environmental considerations of Council are documented in the Annual Report.

**Community Engagement**

The community engagement strategy will follow the recommendations of the Colac Otway Shire Council Community Engagement policy of January 2010, which details five levels of engagement – inform, consult, involve, collaborate and empower.

Inform was the process used for this stage of the Annual Report.

During the development of the report, Council officers had input into the process and Councillors were issued with a draft copy for comments prior to finalisation of the report.

Copies of the report have been available for viewing by the community and stakeholders since Monday 11 October 2010 at Council's Customer Service centres, Website and Libraries.

**Implementation**

Copies of the Annual Report will continue to be available at Council's Customer Service centres and Libraries and on Council's website.

**Conclusion**

The Annual Report is an important document for Council in that it provides the community access to information about Council's financial and operational performance. It also provides an opportunity for Council to showcase its achievements and indicate the challenges that have been faced over the past 12 months in each of the Community Priority areas.

The 2009/2010 Annual Report confirms that Council, in addition to its obligations under Section 131 of the Local Government Act 1989, has made significant advances towards achieving the Strategies and Key Actions in the Council Plan and financial indicators point to an overall improvements in its financial position.

Overall, 2009/2010 was a successful year for Council and the community resulting from the strong direction of Council and the dedication and professionalism of staff. Many staff have worked hard to create the achievements outlined in the report. Many of the achievements



were met in partnership with the community and volunteers, further enhancing Council's links to our community that we strive to serve.

**Attachments**

1. Copy of the 2009/10 Annual Report

**Recommendation(s)*****That Council:***

- 1. Notes the completion of the 2009/2010 Annual Report document and process.***
- 2. Notes the Auditor's unqualified reports on the Financial Statements, Standard Statements and Performance Statement.***
- 3. Notes the Annual Report was submitted to the Minister for Local Government by 30 September 2009, as required.***
- 4. Considers and receives the 2009/10 Annual Report as presented to this meeting in accordance with Sections 131 and 134 of the Local Government Act 1989.***

~~~~~\ ~~~~~



# Colac Otway Shire Annual Report 2009 – 2010



## Contents

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## About this Annual Report

This report documents Council's performance during 2009/10 against the Council Plan and the 2009/10 Budget. It is also the first report against the Council Plan 2009-2013.

This report highlights achievements and challenges in key operational areas, provides comprehensive corporate governance information as well as detailed audited financial statements.

Transparent reporting and accountability are core values of this Council and a rigorous assessment of Council's performance ensures these values are upheld.

### Readership

This report caters for a wide readership including the general community, ratepayers, local businesses, visitors, investors, government agencies and other interested parties. The report also provides Council staff with an overall picture of the way we have performed and how they have contributed to the community during the year.

To obtain a copy of this report, please contact Council's Customer Service Centre on (03) 5232 9400 or view a copy online at: [www.colacotway.vic.gov.au](http://www.colacotway.vic.gov.au)

### Feedback

The annual report's content is reviewed each year and is guided by local government requirements. Your feedback is invited via email: [ingf@colacotway.vic.gov.au](mailto:ingf@colacotway.vic.gov.au) or by letter to:

Chief Executive Officer  
PO Box 283  
Colac Vic 3250

## Colac Otway 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 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.

### The Shire at a Glance

|                             |        |
|-----------------------------|--------|
| Population at 30 June 2006: | 20,294 |
| 0 – 4 years:                | 5.9%   |
| 5 – 17 years:               | 18.9%  |
| 18 – 34 years:              | 17.7%  |
| 35 – 59 years:              | 34.9%  |
| over 60 years:              | 22.6%  |

Colac Otway residents born in Australia: 87.3%

Source: Australian Bureau of Statistics Census 2006

|                                |                     |
|--------------------------------|---------------------|
| Area:                          | 3,427 sq kilometres |
| Length of Local Roads:         | 1,632 kilometres    |
| Number of Rateable Properties: | 14,405              |

## Our Vision

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

## Our Mission

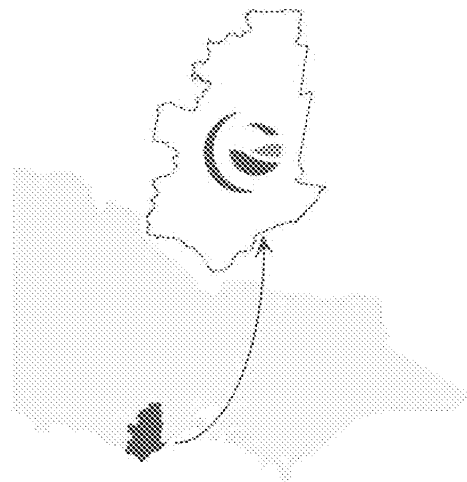
Council will work in partnership with our community and other organisations to provide:

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

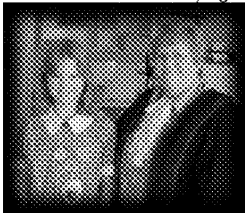

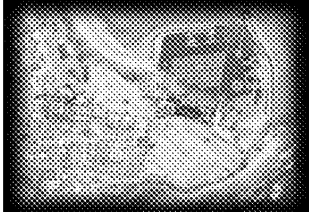

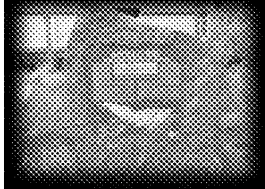

## Our Values

Council will achieve its Vision and Mission by acting with:

- Respect
- Integrity
- Goodwill
- Honesty
- Trust



## The Year in Review

| Key Result Area                                                                                                                                                           | Achievements                                                                                                                                                                                                                                                                                                                                                                              | Disappointments                                                                                                                                                                                                                                                                                                                                  |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Leadership and Governance</b><br><i>For more information see page **</i><br>          | <ul style="list-style-type: none"> <li>■ New Colac Community Library and Learning Centre nears completion</li> <li>■ Integration of Fire Management Plans</li> <li>■ Virtual technology infrastructure installed</li> <li>■ Renewed commitment to disadvantaged communities within the Shire</li> </ul>                                                                                   | <ul style="list-style-type: none"> <li>■ Failure to obtain funding for the improvements to the Bluewater Fitness Stadium</li> <li>■ Unacceptable level of animals being euthanised</li> </ul>                                                                                                                                                    |
| <b>Physical Infrastructure and Assets</b><br><i>For more information see page **</i><br> | <ul style="list-style-type: none"> <li>■ Provision of natural gas infrastructure to Elliminyt through a Special Charge Scheme</li> <li>■ Development of a capital works and major projects management system</li> <li>■ Key road improvement projects completed</li> <li>■ Completion of the building renewal program</li> </ul>                                                          | <ul style="list-style-type: none"> <li>■ Significant foundation problems encountered with the Apollo Bay Transfer Station</li> <li>■ Non-availability of funds for the replacement of the dredging vessel at Apollo Bay Harbour</li> <li>■ Less capital works and major projects completed than in previous years</li> </ul>                     |
| <b>Land Use and Development</b><br><i>For more information see page **</i><br>          | <ul style="list-style-type: none"> <li>■ Draft Rural Living Strategy prepared and draft Structure Plans prepared for Forrest and Birregurra</li> <li>■ Outdoor swimming pool compliance audit conducted</li> <li>■ Planning and building enforcement addressed resulted in progress on longstanding non-compliance</li> </ul>                                                             | <ul style="list-style-type: none"> <li>■ Colac and Apollo Bay Car Parking Strategy delayed to include future retail growth</li> <li>■ The Rural Living Strategy and draft Structure Plans for Forrest and Birregurra were delayed due to significant policy direction changes arising from the Bushfire Royal Commission final report</li> </ul> |
| <b>Environmental Management</b><br><i>For more information see page **</i><br>         | <ul style="list-style-type: none"> <li>■ Completion and adoption by Council of the Environment Strategy after 12 months extensive community consultation and input from major regional environmental organisations</li> <li>■ Removal of Elm trees along Barongarook Creek and extensive revegetation works undertaken</li> </ul>                                                         | <ul style="list-style-type: none"> <li>■ Grant application unsuccessful to remove carp from creeks adjoining Lake Colac before the spawning season commences, so that the lake is not reinfested</li> <li>■ New reporting requirements by the State Government on roadside weed removal onerous for Local Government</li> </ul>                  |
| <b>Economic Development</b><br><i>For more information see page **</i><br>             | <ul style="list-style-type: none"> <li>■ Completed a formal evaluation of the Colac Otway Shire and Otways Tourism Agreement</li> <li>■ Achieved over \$2.9 million in Grant funding</li> <li>■ Facilitated a \$1.5 million State Government grant to Colac Power Company to establish a biogas plant</li> </ul>                                                                          | <ul style="list-style-type: none"> <li>■ Apollo Bay Harbour Precinct Master Plan has not progressed as unable to attract the balance of funding to complete the Planning Scheme Amendment</li> <li>■ A coordinated local business response to climate change has been delayed by a lack of Federal Government policy</li> </ul>                  |
| <b>Community Health and Wellbeing</b><br><i>For more information see page **</i><br>   | <ul style="list-style-type: none"> <li>■ A comprehensive emergency relief and recovery planning and preparation exercise has been undertaken to prepare the community in the event of fire</li> <li>■ Completion of the Barwon South West Regional Trails Master Plan</li> <li>■ 60 Seniors attended all 6 sessions on environmental sustainability within and around the home</li> </ul> | <ul style="list-style-type: none"> <li>■ A sewerage design for Wye River and Separation Creek is yet to be completed due to limitations for the management of treated waste water</li> <li>■ Unsuccessful in securing funding for the redevelopment of the Central Reserve Main Oval</li> </ul>                                                  |

| Challenges                                                                                                                                                                                                                                                                                                                                         | The Year Ahead                                                                                                                                                                                                                                                                                          | Community Satisfaction Results                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |      |     |                    |         |    |    |         |    |    |         |    |    |         |    |    |         |    |    |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|-----|--------------------|---------|----|----|---------|----|----|---------|----|----|---------|----|----|---------|----|----|
| <ul style="list-style-type: none"> <li>Managing the demand for asset maintenance and renewal</li> <li>Determining Colac's future road hierarchy</li> <li>Development of Council's disaster recovery capability</li> </ul>                                                                                                                          | <ul style="list-style-type: none"> <li>Development of the Municipal Fire Management Plan Version 1</li> <li>Review of the Rating Strategy and a comprehensive long term financial plan</li> <li>Challenging Funding Models for rural shires</li> </ul>                                                  | <p><b>Overall Performance</b></p> <table border="1"> <caption>Overall Performance Index (Mean)</caption> <thead> <tr> <th>Year</th> <th>COS</th> <th>Large Rural Shires</th> </tr> </thead> <tbody> <tr> <td>2005/06</td> <td>65</td> <td>65</td> </tr> <tr> <td>2006/07</td> <td>63</td> <td>65</td> </tr> <tr> <td>2007/08</td> <td>51</td> <td>65</td> </tr> <tr> <td>2008/09</td> <td>57</td> <td>65</td> </tr> <tr> <td>2009/10</td> <td>56</td> <td>65</td> </tr> </tbody> </table>                               | Year | COS | Large Rural Shires | 2005/06 | 65 | 65 | 2006/07 | 63 | 65 | 2007/08 | 51 | 65 | 2008/09 | 57 | 65 | 2009/10 | 56 | 65 |
| Year                                                                                                                                                                                                                                                                                                                                               | COS                                                                                                                                                                                                                                                                                                     | Large Rural Shires                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |      |     |                    |         |    |    |         |    |    |         |    |    |         |    |    |         |    |    |
| 2005/06                                                                                                                                                                                                                                                                                                                                            | 65                                                                                                                                                                                                                                                                                                      | 65                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |      |     |                    |         |    |    |         |    |    |         |    |    |         |    |    |         |    |    |
| 2006/07                                                                                                                                                                                                                                                                                                                                            | 63                                                                                                                                                                                                                                                                                                      | 65                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |      |     |                    |         |    |    |         |    |    |         |    |    |         |    |    |         |    |    |
| 2007/08                                                                                                                                                                                                                                                                                                                                            | 51                                                                                                                                                                                                                                                                                                      | 65                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |      |     |                    |         |    |    |         |    |    |         |    |    |         |    |    |         |    |    |
| 2008/09                                                                                                                                                                                                                                                                                                                                            | 57                                                                                                                                                                                                                                                                                                      | 65                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |      |     |                    |         |    |    |         |    |    |         |    |    |         |    |    |         |    |    |
| 2009/10                                                                                                                                                                                                                                                                                                                                            | 56                                                                                                                                                                                                                                                                                                      | 65                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |      |     |                    |         |    |    |         |    |    |         |    |    |         |    |    |         |    |    |
| <ul style="list-style-type: none"> <li>Maintenance of Council's road network to a sufficient level</li> <li>Implementation of improvement initiatives in Council's Asset Management Strategy</li> <li>Explore funding options to upgrade the boat ramp facilities at Apollo Bay Harbour</li> </ul>                                                 | <ul style="list-style-type: none"> <li>Review of current assets and service levels</li> <li>Delivery of significant capital works building projects</li> <li>Determine appropriate long term development requirements for the Colac Livestock Selling Centre</li> </ul>                                 | <p><b>Local Roads and Footpaths</b></p> <table border="1"> <caption>Local Roads and Footpaths Index (Mean)</caption> <thead> <tr> <th>Year</th> <th>COS</th> <th>Large Rural Shires</th> </tr> </thead> <tbody> <tr> <td>2005/06</td> <td>44</td> <td>44</td> </tr> <tr> <td>2006/07</td> <td>44</td> <td>44</td> </tr> <tr> <td>2007/08</td> <td>44</td> <td>44</td> </tr> <tr> <td>2008/09</td> <td>47</td> <td>44</td> </tr> <tr> <td>2009/10</td> <td>46</td> <td>44</td> </tr> </tbody> </table>                   | Year | COS | Large Rural Shires | 2005/06 | 44 | 44 | 2006/07 | 44 | 44 | 2007/08 | 44 | 44 | 2008/09 | 47 | 44 | 2009/10 | 46 | 44 |
| Year                                                                                                                                                                                                                                                                                                                                               | COS                                                                                                                                                                                                                                                                                                     | Large Rural Shires                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |      |     |                    |         |    |    |         |    |    |         |    |    |         |    |    |         |    |    |
| 2005/06                                                                                                                                                                                                                                                                                                                                            | 44                                                                                                                                                                                                                                                                                                      | 44                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |      |     |                    |         |    |    |         |    |    |         |    |    |         |    |    |         |    |    |
| 2006/07                                                                                                                                                                                                                                                                                                                                            | 44                                                                                                                                                                                                                                                                                                      | 44                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |      |     |                    |         |    |    |         |    |    |         |    |    |         |    |    |         |    |    |
| 2007/08                                                                                                                                                                                                                                                                                                                                            | 44                                                                                                                                                                                                                                                                                                      | 44                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |      |     |                    |         |    |    |         |    |    |         |    |    |         |    |    |         |    |    |
| 2008/09                                                                                                                                                                                                                                                                                                                                            | 47                                                                                                                                                                                                                                                                                                      | 44                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |      |     |                    |         |    |    |         |    |    |         |    |    |         |    |    |         |    |    |
| 2009/10                                                                                                                                                                                                                                                                                                                                            | 46                                                                                                                                                                                                                                                                                                      | 44                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |      |     |                    |         |    |    |         |    |    |         |    |    |         |    |    |         |    |    |
| <ul style="list-style-type: none"> <li>The potential impact of recommendations in the Bushfire Royal Commission final report on future developments in the towns and settlements in the Otways and coastal hinterland is unknown and Council will need to work closely with the State Government to address issues arising</li> </ul>              | <ul style="list-style-type: none"> <li>Implementation of process improvements identified through an internal audit</li> <li>Several significant strategic planning projects will be considered for adoption by Council that will result in widespread changes to the Planning Scheme</li> </ul>         | <p><b>Town Planning Policy and Approvals</b></p> <table border="1"> <caption>Town Planning Policy and Approvals Index (Mean)</caption> <thead> <tr> <th>Year</th> <th>COS</th> <th>Large Rural Shires</th> </tr> </thead> <tbody> <tr> <td>2005/06</td> <td>55</td> <td>55</td> </tr> <tr> <td>2006/07</td> <td>54</td> <td>55</td> </tr> <tr> <td>2007/08</td> <td>48</td> <td>55</td> </tr> <tr> <td>2008/09</td> <td>48</td> <td>55</td> </tr> <tr> <td>2009/10</td> <td>45</td> <td>55</td> </tr> </tbody> </table> | Year | COS | Large Rural Shires | 2005/06 | 55 | 55 | 2006/07 | 54 | 55 | 2007/08 | 48 | 55 | 2008/09 | 48 | 55 | 2009/10 | 45 | 55 |
| Year                                                                                                                                                                                                                                                                                                                                               | COS                                                                                                                                                                                                                                                                                                     | Large Rural Shires                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |      |     |                    |         |    |    |         |    |    |         |    |    |         |    |    |         |    |    |
| 2005/06                                                                                                                                                                                                                                                                                                                                            | 55                                                                                                                                                                                                                                                                                                      | 55                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |      |     |                    |         |    |    |         |    |    |         |    |    |         |    |    |         |    |    |
| 2006/07                                                                                                                                                                                                                                                                                                                                            | 54                                                                                                                                                                                                                                                                                                      | 55                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |      |     |                    |         |    |    |         |    |    |         |    |    |         |    |    |         |    |    |
| 2007/08                                                                                                                                                                                                                                                                                                                                            | 48                                                                                                                                                                                                                                                                                                      | 55                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |      |     |                    |         |    |    |         |    |    |         |    |    |         |    |    |         |    |    |
| 2008/09                                                                                                                                                                                                                                                                                                                                            | 48                                                                                                                                                                                                                                                                                                      | 55                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |      |     |                    |         |    |    |         |    |    |         |    |    |         |    |    |         |    |    |
| 2009/10                                                                                                                                                                                                                                                                                                                                            | 45                                                                                                                                                                                                                                                                                                      | 55                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |      |     |                    |         |    |    |         |    |    |         |    |    |         |    |    |         |    |    |
| <ul style="list-style-type: none"> <li>Over 1,800 km of roads in the Shire makes it a very complex task to manage road user safety and fire management with the often competing priorities of environmental management of roadsides</li> </ul>                                                                                                     | <ul style="list-style-type: none"> <li>Development of a 2-year Environment Action Plan</li> <li>Continuation of the major revegetation project along Barongarook Creek</li> <li>Rollout of over 18,000 Waste bins as part of the new 3-bin system</li> </ul>                                            | <p><b>Waste Management</b></p> <table border="1"> <caption>Waste Management Index (Mean)</caption> <thead> <tr> <th>Year</th> <th>COS</th> <th>Large Rural Shires</th> </tr> </thead> <tbody> <tr> <td>2005/06</td> <td>72</td> <td>72</td> </tr> <tr> <td>2006/07</td> <td>71</td> <td>72</td> </tr> <tr> <td>2007/08</td> <td>67</td> <td>72</td> </tr> <tr> <td>2008/09</td> <td>69</td> <td>72</td> </tr> <tr> <td>2009/10</td> <td>68</td> <td>72</td> </tr> </tbody> </table>                                     | Year | COS | Large Rural Shires | 2005/06 | 72 | 72 | 2006/07 | 71 | 72 | 2007/08 | 67 | 72 | 2008/09 | 69 | 72 | 2009/10 | 68 | 72 |
| Year                                                                                                                                                                                                                                                                                                                                               | COS                                                                                                                                                                                                                                                                                                     | Large Rural Shires                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |      |     |                    |         |    |    |         |    |    |         |    |    |         |    |    |         |    |    |
| 2005/06                                                                                                                                                                                                                                                                                                                                            | 72                                                                                                                                                                                                                                                                                                      | 72                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |      |     |                    |         |    |    |         |    |    |         |    |    |         |    |    |         |    |    |
| 2006/07                                                                                                                                                                                                                                                                                                                                            | 71                                                                                                                                                                                                                                                                                                      | 72                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |      |     |                    |         |    |    |         |    |    |         |    |    |         |    |    |         |    |    |
| 2007/08                                                                                                                                                                                                                                                                                                                                            | 67                                                                                                                                                                                                                                                                                                      | 72                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |      |     |                    |         |    |    |         |    |    |         |    |    |         |    |    |         |    |    |
| 2008/09                                                                                                                                                                                                                                                                                                                                            | 69                                                                                                                                                                                                                                                                                                      | 72                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |      |     |                    |         |    |    |         |    |    |         |    |    |         |    |    |         |    |    |
| 2009/10                                                                                                                                                                                                                                                                                                                                            | 68                                                                                                                                                                                                                                                                                                      | 72                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |      |     |                    |         |    |    |         |    |    |         |    |    |         |    |    |         |    |    |
| <ul style="list-style-type: none"> <li>Responding to the regional skills and labour shortage to assist local industry and to build a stronger local community</li> <li>Participation in the implementation of the State Government Regional Tourism Action Plan that will restructure regional tourism</li> </ul>                                  | <ul style="list-style-type: none"> <li>Development of a Colac Marketing Strategy to attract people to live in the Shire</li> <li>Partnership with the State Government to deliver funding to the Shire through the „Ready for Tomorrow“ – Blueprint for regional and Rural Victoria</li> </ul>          | <p><b>Economic Development</b></p> <table border="1"> <caption>Economic Development Index (Mean)</caption> <thead> <tr> <th>Year</th> <th>COS</th> <th>Large Rural Shires</th> </tr> </thead> <tbody> <tr> <td>2005/06</td> <td>67</td> <td>67</td> </tr> <tr> <td>2006/07</td> <td>64</td> <td>67</td> </tr> <tr> <td>2007/08</td> <td>58</td> <td>67</td> </tr> <tr> <td>2008/09</td> <td>57</td> <td>67</td> </tr> <tr> <td>2009/10</td> <td>56</td> <td>67</td> </tr> </tbody> </table>                             | Year | COS | Large Rural Shires | 2005/06 | 67 | 67 | 2006/07 | 64 | 67 | 2007/08 | 58 | 67 | 2008/09 | 57 | 67 | 2009/10 | 56 | 67 |
| Year                                                                                                                                                                                                                                                                                                                                               | COS                                                                                                                                                                                                                                                                                                     | Large Rural Shires                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |      |     |                    |         |    |    |         |    |    |         |    |    |         |    |    |         |    |    |
| 2005/06                                                                                                                                                                                                                                                                                                                                            | 67                                                                                                                                                                                                                                                                                                      | 67                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |      |     |                    |         |    |    |         |    |    |         |    |    |         |    |    |         |    |    |
| 2006/07                                                                                                                                                                                                                                                                                                                                            | 64                                                                                                                                                                                                                                                                                                      | 67                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |      |     |                    |         |    |    |         |    |    |         |    |    |         |    |    |         |    |    |
| 2007/08                                                                                                                                                                                                                                                                                                                                            | 58                                                                                                                                                                                                                                                                                                      | 67                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |      |     |                    |         |    |    |         |    |    |         |    |    |         |    |    |         |    |    |
| 2008/09                                                                                                                                                                                                                                                                                                                                            | 57                                                                                                                                                                                                                                                                                                      | 67                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |      |     |                    |         |    |    |         |    |    |         |    |    |         |    |    |         |    |    |
| 2009/10                                                                                                                                                                                                                                                                                                                                            | 56                                                                                                                                                                                                                                                                                                      | 67                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |      |     |                    |         |    |    |         |    |    |         |    |    |         |    |    |         |    |    |
| <ul style="list-style-type: none"> <li>Further development of emergency relief and recovery, and implement and train staff for local, state and other needs identified in the Bushfire Royal Commission recommendations</li> <li>A way forward needs to be found to continue work on the Wye River and Separation Creek sewerage system</li> </ul> | <ul style="list-style-type: none"> <li>Implementing Phase 3 of the Transport Connections Project</li> <li>Formal reviews of key strategies for community recreation, events, arts and culture</li> <li>Re-accreditation of HACC services</li> <li>Finalise „The Meeting Place“ redevelopment</li> </ul> | <p><b>Health and Human Services</b></p> <table border="1"> <caption>Health and Human Services Index (Mean)</caption> <thead> <tr> <th>Year</th> <th>COS</th> <th>Large Rural Shires</th> </tr> </thead> <tbody> <tr> <td>2005/06</td> <td>78</td> <td>78</td> </tr> <tr> <td>2006/07</td> <td>78</td> <td>78</td> </tr> <tr> <td>2007/08</td> <td>78</td> <td>78</td> </tr> <tr> <td>2008/09</td> <td>74</td> <td>78</td> </tr> <tr> <td>2009/10</td> <td>73</td> <td>78</td> </tr> </tbody> </table>                   | Year | COS | Large Rural Shires | 2005/06 | 78 | 78 | 2006/07 | 78 | 78 | 2007/08 | 78 | 78 | 2008/09 | 74 | 78 | 2009/10 | 73 | 78 |
| Year                                                                                                                                                                                                                                                                                                                                               | COS                                                                                                                                                                                                                                                                                                     | Large Rural Shires                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |      |     |                    |         |    |    |         |    |    |         |    |    |         |    |    |         |    |    |
| 2005/06                                                                                                                                                                                                                                                                                                                                            | 78                                                                                                                                                                                                                                                                                                      | 78                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |      |     |                    |         |    |    |         |    |    |         |    |    |         |    |    |         |    |    |
| 2006/07                                                                                                                                                                                                                                                                                                                                            | 78                                                                                                                                                                                                                                                                                                      | 78                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |      |     |                    |         |    |    |         |    |    |         |    |    |         |    |    |         |    |    |
| 2007/08                                                                                                                                                                                                                                                                                                                                            | 78                                                                                                                                                                                                                                                                                                      | 78                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |      |     |                    |         |    |    |         |    |    |         |    |    |         |    |    |         |    |    |
| 2008/09                                                                                                                                                                                                                                                                                                                                            | 74                                                                                                                                                                                                                                                                                                      | 78                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |      |     |                    |         |    |    |         |    |    |         |    |    |         |    |    |         |    |    |
| 2009/10                                                                                                                                                                                                                                                                                                                                            | 73                                                                                                                                                                                                                                                                                                      | 78                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |      |     |                    |         |    |    |         |    |    |         |    |    |         |    |    |         |    |    |

## Calendar of Events

### July, August, September

- Council received \$300,000 from the Australian Government for upgrades to the Bluewater Fitness Centre stadium. Upgrades included roof replacement and a new air handling system
- Council gives green light for a major expansion of Bulla Dairy Foods which will create up to 20 new jobs
- Council awards contract for a new \$2.7 million transfer station at Apollo Bay to a local contractor, Apollo Bay Building Group.
- Agencies across south-west Victoria launch a new South West Knowledge Hub in Colac, a web-based mapping tool, providing a regional information pool for property data.
- Colac Livestock Selling Centre hosts the National Saleyards Convention, bringing together Australia's leaders in the saleyards industry for a three-day event.
- COPACC was a finalist in the Australian Performing Arts Centre Association's Drover Awards in the best theatre presenter category.

### October, November, December

- Council calls for community input into structure plans for Birregurra and Forrest, which will guide future land use, growth and sustainable development.
- Minister Assisting the Premier on Veterans' Affairs Tony Robinson unveils four commemorative plaques in Apollo Bay, honouring returned servicemen from World War I who built the Great Ocean Road.
- Colac Secondary College school captain and passionate sportswoman Samantha Fennell wins the Colac Otway Shire's Young Ambassador Award for 2009. She was among a field of a dozen candidates.
- Colac Otway Shire Council revises its systems for managing projects after a contractor damaged native vegetation along the Cressy-Sheffield Road. Changes include the employment of an environmental engineer and significant investments in staff and community education on rare and threatened flora and fauna. The damage resulted in a \$690,000 fine from the Australian Government's Department of Environment, Water, Heritage and the Arts and the Department of Sustainability and Environment.

- Cr Lyn Russell is elected Mayor, taking the helm from Cr Brian Crook, who led the Council in its first term.
- Colac teenager Ben Cardinal is among six people and one business to receive honours as part of local celebrations for International Day of People with Disability.
- Council contracts a commercial fishing company to erect carp traps to prevent carp from moving between Lake Colac and Barongarook Creek following heavy rain.
- Council applies to the Australian Government for a \$6 million upgrade of the Bluewater Fitness Centre, which includes the addition of a show court, a hydrotherapy pool and other general improvements.

### January, February, March

- Council establishes four test sites to trial fairy grass control methods on Lake Colac to help management agencies better understand its growth habits.
- Council adopts an interim heatwave plan in anticipation of high temperatures during the summer.
- Almost 30 years of community volunteering earned Barry Gourley the title of Colac Otway Shire's Australia Day Citizen of the Year.
- Council initiates a weekly Friday bus trial between Lavers Hill and Colac as part of the Transport Connections Project.
- Council approves a new 2010-2018 Environment Strategy, which sets ambitious targets for Council's operations, and identifies environmental issues the community wants Council to address on its behalf.
- The Meeting Place's disability drama troupe Antz Pantz Arts performed an original production called Animal Complaints in Geelong as part of "Having a say", Australia's biggest national disability conference
- Council inducts its new Youth Council.
- Council commits to establishing a library annex in the current Gellibrand Street library building, to operate for about 22 hours a week. Council will review the annex's operations after 12 months to determine its use levels.
- The Apollo Bay community forms a committee to help manage the town's pool following difficulties with staffing availability and opening hours during summer.



- Council plans a second round of exotic tree removal and revegetation along the Barongarook Creek as part of a project to improve the health of the Lake Colac catchment.
  - Council's Capital Works Manager Paula Gardiner receives a scholarship to attend the American Public Works Association (APWA) Congress in Boston USA.
  - Colac's new Beechy Precinct reaches another building milestone, with a new 140-bay car park and bus terminal being completed. Another 11 car parks to be installed outside the new library.
  - The Victorian Government provides a \$40,000 grant, to be matched with \$20,000 from Council, for an investigation into the urban growth potential of Apollo Bay.
  - Council releases issues and opportunities papers for public comment following studies into car parking in Colac and Apollo Bay.
  - The finalisation of Council's new waste contract heralds a move to a three-bin waste system, which meets the preferred state service standards for kerbside collection.
  - Mayor Lyn Russell travelled to Canberra to help form a nationwide Rural Roads Lobby Group, which will make a concerted effort to secure increased funding for agricultural roads.
  - Colac Otway Shire Council was the top performing organisation in Customer Service Benchmarking Australia's annual complaints benchmarking report.
- April, May, June**
- Health Minister Nicola Roxon wields her ministerial discretion to award a third pharmacy licence in Colac in response to community lobbying, which included a petition with 4,761 signatures.
  - Council agrees to lobby the Victorian Government to delay planned increases in landfill levies of more than 200 per cent for the 2010/11 financial year.
  - A decade of fundraising and lobbying by the Birregurra community culminates with the official opening of the town's new skatepark. The Birregurra community contributed \$35,000 to the project, supported by \$8,200 from the Lions Club of Birregurra and District, \$40,000 from Council and \$60,000 from Sport and Recreation Victoria.
- Council confirms its commitment to Otways Tourism with the signing of a 12-month service agreement. Council commits \$160,000 to support Otways Tourism's activities while Tourism Victoria carries out a restructure of regional Victorian tourism.
  - Contractors put the finishing touches on a revamped Eastern Reserve netball complex in preparation for the season opener. Improvements include six resurfaced netball courts and a warm-up court.
  - More than 450 children attended a hands-on reptile show and environmental workshops as part of COPACC's World Environment Day celebrations.
  - A total 66 community groups expected to share in \$117,500 of funding as part of Council's annual Community Funding Program.
  - A record 23 community events share in \$60,000 of funding as part of Colac Otway Shire Council's Festival and Events Support Scheme.
  - Colac Community Library and Learning Centre is the preferred name for Colac's new library, polling 207 of 454 in a community vote.
  - Colac Power Company unveils plans to build a new \$6 million biogas plant which can convert organic waste from the dairy, meat and other agricultural industries to energy. The project received a \$1.5 million grant from the Victorian Government.
  - Birregurra, Cressy, Forrest, Beech Forest, Gellibrand and Beeac will share in almost \$80,000 of funding as part of Colac Otway Shire Council's Small Town Improvement Program.
  - An investigation into acid sulphate soil is planned for inland areas of the Corangamite region, which includes areas in Colac Otway Shire.

## Message from the Mayor & CEO



*Cr Lyn Russell (left) and CEO Rob Small (right)*

*It is our pleasure to present the 2009/10 annual report for the Colac Otway Shire Council. This is the first annual report against the 2009-2013 Council Plan.*

### **Forging partnerships**

Colac Otway Shire Council strengthened our municipality's position during 2009/10 by forging strong partnerships with our regional neighbours. Our geographic position puts us on the edge of the G21, and the Great South Coast region, and we leverage this by working closely with both groups. We took an active role in helping develop a regional strategic plan for the Great South Coast region, while continuing our commitment to G21's strategic long-term focus for the region. Being part of a larger regional

advocacy group puts us in a stronger position to lobby for government funding for essential projects that will benefit our communities.

At the time of writing this message, we are pleased to report that the Federal Labour and Liberal parties have committed to funding the duplication of the Princes Highway between Winchelsea and Colac, and to provide a trade training centre for Colac. These were our highest priority projects heading into the Federal election, which we put much energy and enthusiasm into lobbying for. We have also put a lot of energy into advocacy on behalf of our community to have the former Colac High School site handed back to the people of Colac Otway Shire for community use.

We also forged partnerships on a state and national scale. Our Mayor Lyn Russell took a lead role in helping form an Australian Rural Roads Group, a collective of rural shires across the country which generate more than \$100 million a year in agricultural produce. This group is fighting for a better funding model to support our local roads, which effectively feed Australia. Cr Frank Buchanan led the charge on a state level, joining a Victorian Farmers Federation campaign for better state support for rural municipalities.

Our lobbying also extended to other big issues including improved mobile coverage for the Otways, more timely and frequent train connections between Colac and Geelong, and more government support for bushfire prevention and preparation.

Our number one partnership was, of course, with our community and together we delivered some important projects in 2009/10. Projects which involved significant input from the community, in-kind and financial, that came to fruition included a major upgrade of Colac's Eastern Reserve netball complex, a redevelopment of Aivie Football Netball Club's social and netball rooms, a new skatepark for Birregurra, and the commencement of investigations into a new walking trail at the back of Apollo Bay.

### **Investing in our community**

The 2009/10 year marked the biggest investment in capital works in the Council's history, \$15.67 million. The program included the development of a new transfer station for Apollo Bay and the near completion of Colac's new library.

We lent our support to a community-led campaign for a third pharmacy licence in Colac, one that was granted by the Health Minister in April 2010. We also worked closely with a Camperdown-based company and the Victorian Government to secure a biogas plant for Colac that will convert organic waste from our dairy, meat and other agricultural industries to clean, green energy.

With the renewal of our waste contract, we put plans in place for a new state-preferred three-bin system. This new system also delivered on opinions expressed by the community during our Best Value Review, which indicated people wanted to move away from the current two-bin system. The three-bin system offers many advantages including the fact that as a state-preferred system, it will be familiar to people visiting our shire.

#### **Strength from adversity**

The year was not without its challenges. We were pleased when the Local Government Inspectorate cleared Council's recruitment process for a new CEO of any wrongdoing, describing the process as "professional, exhaustive and fair". The investigation had the potential to distract us from our core business, but our staff and Council maintained a steadfast focus on their responsibilities to progress this great shire. For that, we offer our sincere thanks.

Council faced a \$690,000 fine in October for damage caused when a contractor established a materials stockpile site on the Cressy-Shefford roadside where significant grassland flora species grew. This incident had a significant impact on our budget, but we were determined to approach the situation proactively. We have revised our systems for managing projects, employed an environmental engineer, carried out extensive rehabilitation of the site and continue to invest significant resources into community and staff education to help our community understand and appreciate the rare and threatened flora and fauna of our municipality.

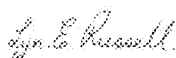
We were well prepared for an onslaught of fairy grass when Lake Colac dried out again during the 2009/10 summer, but due to different seasonal conditions the issues of 2008/09 did not repeat. Still, we worked tirelessly via a Dry Lake Working Group comprising agencies and community members, to establish test plots to trial fairy grass control methods. We also continued our efforts to rid the lake of carp with a fish trap designed to prevent any carp in Barongarook Creek re-entering the lake when its levels rose in winter.

#### **Celebrating achievements**

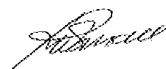
Our staff achievements were a source of immense pride during 2009/10. Colac Otway Performing Arts and Cultural Centre was a finalist in the national Drovers Awards for best theatre presenter. While COPACC did not win the trophy, it was a huge achievement to be named as one of three finalists from a field of 150. On the 30<sup>th</sup> anniversary of the Colac Livestock Selling Centre, the saleyards hosted the National Saleyards Convention. The convention brought more than 100 leaders from the Australian saleyards industry to our shire and was a fantastic showcase of our facility, and our region. Our Council was the top performing organisation in the Customer Service Benchmarking Australia's annual complaints benchmarking report. When compared against other councils, as well as banks, insurance, telecommunications and utility companies, our customer service team came up trumps. The award was a testament to our commitment to providing quality customer service to our community, and also to the commitment and hard work of our frontline reception staff.

#### **Working for a bright future**

Colac Otway Shire is a dynamic and close-knit community which has so much to be proud of. One of our key aims is to build our sense of pride and place; to recognise and celebrate our strengths so that we may build on them. Climate change, sea level rise, bushfire threat, the ageing population and tackling our level of disadvantage are challenges we must overcome, but we believe a spirited community such as ours is well positioned to do so. Thank you to all those people who took an active role in community and civic life in 2009/10. It is your knowledge, experience, expertise and time that helped ensure the directions we took truly contributed to the betterment of our community.



**Cr Lyn Russell**  
Mayor  
Colac Otway Shire



**Rob Small**  
Chief Executive Officer  
Colac Otway Shire

## Chief Financial Officer's Report

The 2009/10 year has seen Council move towards its long-term goal of a financially sustainable future whilst building the ability to respond responsibly to the needs of a vibrant community. Although hampered by the current economic environment, Council improved its viability, as evidenced by the viability ratios included within the financial statements, and continued its focus on developing tools to aid in the long term financial planning so vital to the vision of our community.

While this report focuses on the 2009/10 financial results, it is important to see this result in light of the long-term financial targets of Council, which 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

### Snapshot

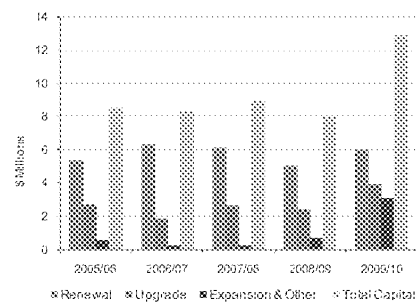
- \$39.1 million total revenue
- \$12.9 million Capital Works program delivered
- Rates and Charges comprised \$18.6 million (48.8 %) of the total operating revenue
- Operating surplus of \$3.1 million
- Cash holdings increased by \$0.1 million to \$9.8 million as a result of grants received in advance and works to be carried forward
- Debt increased from \$2.5 million in 2008/09 to \$4.2 million this year

### Net Operating Result

Council's profit for 2009/10 was \$2.6 million. This was \$0.1 million less than the budgeted surplus of \$2.7 million. The variance is due to a combination of factors. For more information see Standard Statements page 106.

### Sustainable Capital Expenditure

In 2009/10 the level of capital expenditure continued to deliver on the challenge of renewing the community's assets. The future sees capital expenditure being maintained at sustainable and realistic levels, assuring the Council's long term commitment to the sustainable renewal of the Shire's assets.

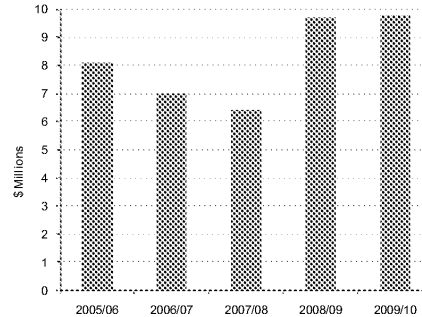


**Cash Reserves**

The significance of budgeting cash flows for Council is that it is one of the key factors in setting the level of rates each year.

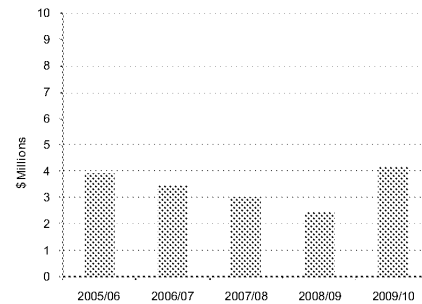
In total, Council's cash holdings have increased during 2009/10 to \$9.8million. However there are funds required for works carried forward from 2009/10 to 2010/11 and a significant amount is related to Grants received in advance, including \$1.37 million relating to Grants Commission and Local Road funding.

The aim is to continue to moderately build up cash holdings. This will allow Council the flexibility to respond to future unexpected events or opportunities such as the potential to strategically acquire an asset, for example property for open space or the impacts of natural disasters such as flooding events.



**Debt Levels**

Since 2002, when Council's debt was \$5.46 million, Council has been in a phase of debt reduction. In 2009/10 Council moved into a new phase of long term investment in intergenerational assets, which increased Council's debt to \$4.16 million. Due to the timing of the debt draw down, the impact on the 2009/10 year has been minimal, with debt servicing (interest) costs shrinking to \$0.14 million.



**Financial Sustainability**

The financial sustainability of Council improved in 2009/10, evidenced by the 'Jow' risk result in all of the Victorian Auditor General's Financial Sustainability ratios.

For more information on:

- Underlying Result Ratio
- Liquidity Ratio (or Working Capital Ratio)
- Indebtedness Ratio
- Self Financing Ratio
- Investment Gap Ratio

see Victorian Auditor General -- Financial Sustainability Indicators page 99.

**Conclusion**

The 2009/10 financial snapshot gives a brief overview of Council's progress in providing financial resources that enable the achievement of a number of long term community service and asset management objectives through strong and prudent financial management.

**Brett Exelby**  
 Manager Finance and Customer Services

## Our Council



**Cr Lyn Russell**  
Mayor  
(from December 2006)

First elected 2006

Cr Lyn Russell is a trained nurse and midwife and over the last 28 years has delivered over 1,000 babies. Lyn also has a Post Grad in Community Nursing, specialising in Cancer Support, Palliative Care and Diabetes. Lyn has been very active in local sport, serving as President, Secretary and Treasurer of the Colac Youth and Recreation Centre for many years and is a life member for her contribution to management, junior football and cricket. Lyn and her husband Merv have a son. Lyn's goal is to ensure the protection of our naturally beautiful coastline from over development, to maintain and improve our assets and to be part of a transparent, accountable, fair and honest local government.



**Cr Stephen Hart**  
Deputy Mayor

First elected 2002  
Re-elected 2008

Cr Stephen Hart grew up in Blackburn South, in Melbourne's Eastern suburbs. After graduating in Economics at Monash University, Clayton, Stephen was employed in the Federal public service. Stephen and his partner Chris live near Lavers Hill in a property joining the Melba Gully Park. Their owner-built mudbrick house is of passive solar design, meaning it is warm in winter and cool in summer. Solar panels supply most of their electricity needs. Since 1990 they have re-vegetated some of their land with over 4,000 indigenous trees. Stephen is committed to making Council more sustainable, both financially and environmentally.



**Cr Brian Crook**

First elected 2002  
Re-elected 2004-07,  
2008

Mayor: (to Dec) 2009

Cr Brian Crook is a teacher at Colac's Trinity College. He leads the school's Victorian Certificate of Applied Learning course, which helps students achieve in a setting that combines school with practical workplace experience. Cr Crook is a father of six children, grandfather of one, and takes particular interest in youth issues in the shire. He is very keen to see a trade training centre established in the municipality. During the 1990s Cr Crook and his wife Lyn ran a mixed business and bus hire business in Colac. Brian's long-term vision is for Council and the community to work as a united front to grow the municipality to its full potential, which includes connecting to the wider region, while protecting the natural resources that make Colac Otway unique.



**Cr Frank Buchanan**

First elected 2008

Cr Frank Buchanan and his wife Beb have a property at Apollo Bay where they run cattle and sheep and operate a cellar door and function centre. Frank's goal is to advocate, on behalf of the community, for the need for stronger economic development and better services, including education, health and sport, while protecting and recognising the diverse business and environmental assets we have in our Shire.



**Cr Stuart Hart**

First elected 2002  
Re-elected 2004-07,  
2008

Cr Stuart Hart is a financial analyst and futures trader and occasionally teaches technical analysis to those wanting insight when independently managing their own financial portfolios. As a young adult Stuart settled in Melbourne but in 1990 moved away from his financial services brokerage to establish a family with his wife Karen in the Otways. Personal interests include emerging international financial and political trends, caravanning with family, veggie gardening, and scuba diving. Stuart's goal for Colac Otway Shire is to build a strong council team to enhance ratepayers' democracy and living standards.



**Cr Geoff Higgins**

First elected 2004-07  
Re-elected 2008

Cr Geoff Higgins was born in Colac and has lived and run businesses in the area for about forty years. He has farmed beef cattle, run various dairy farms, transport and earth moving businesses. Geoff and his wife Patricia have four children and ten grandchildren. Geoff's goal is to assist local business initiatives, improve the Shire's state wide survey ratings, reduce the time for obtaining building and planning permits and to give close attention to basic services i.e. roads, drains and footpaths etc.



**Cr Chris Smith**

First elected 2004  
Re-elected 2008  
Mayor: (to Dec) 2008

Cr Chris Smith is a dedicated family man, dairy farmer and Pastor of the South West Family Church in Colac. Chris and his wife Maree have four children. In his first term on Council Chris served as Mayor and is the youngest ever to serve in the role in Colac Otway Shire. Chris has over thirty years experience working directly with the youth of our community and champions the role of volunteers throughout the Shire. Chris is committed to working with the community and business to achieve the best possible outcomes for the Shire in both the short and long term.



## Our Organisation

### Our Executive Management Team



**Rob Small, Chief Executive Officer**

National Diploma Hort (Hons); Dip Bus Studies; Associate of Chartered Institute of Secretaries

*Major Functions:* Council Governance; Councillor Support; Strategic Planning; Public Relations.

Rob returned to Colac Otway Shire as CEO on 12 May 2009. Rob led the shire for 16 months during 2003-2004, leaving to serve as CEO of the horticultural giant, Fleming's Nurseries. He brings more than 30 years' experience in Local Government to the role and has spent the past three years managing his own private consultancy in executive coaching and strategic planning. Rob has had a distinguished career in international organisations, having been director and judge of the World's Most Liveable Cities for over a decade, and served as the World President of the International Federation of Parks and Recreation.

Rob is delighted to be returning to the Shire, "I believe Colac Otway Shire has incredible natural assets and a community spirit unlike any I've encountered in my long Local Government career. These are powerful attributes to drive a prosperous future for our communities and the basis for truly liveable communities".



**Jack Green, General Manager Sustainable Planning & Development**

*Major Functions:* Statutory Planning and Regulations; Strategic Land Use Planning; Economic Development; Environmental Management; Building Surveying; Fire Prevention; Local Laws.

Jack commenced with Colac Otway Shire on 16 October 2006 bringing with him 25 years experience in both Local and State Government. His previous role was Director Shire Development with the Shire of Moorabool where he managed a similar portfolio. Jack's role as South West Regional Manager for the Department of Industry, Innovation and Regional Development helped develop a strong affinity for the Colac Otway region. Jack was also Acting CEO from November 2008 to May 2009 prior to the appointment of Rob Small.



**Colin Hayman, General Manager Corporate & Community Services**

Bachelor of Business in Local Government, Certificate of Business Studies – Accounting

*Major Functions:* Finance and Customer Services; Recreation Arts & Culture; Information Services; Organisational Support & Development; Health & Community Services.

Colin has been involved in Local Government for nearly 34 years and commenced with Colac Otway Shire on 31 January 2005. He has worked in a number of roles during his time in local government including Accountant, Finance Manager and Deputy Shire Secretary. Colin's previous role was as Group Manager Corporate and Community Services for Corangamite Shire Council.



**Neil Allen, General Manager Infrastructure & Services**

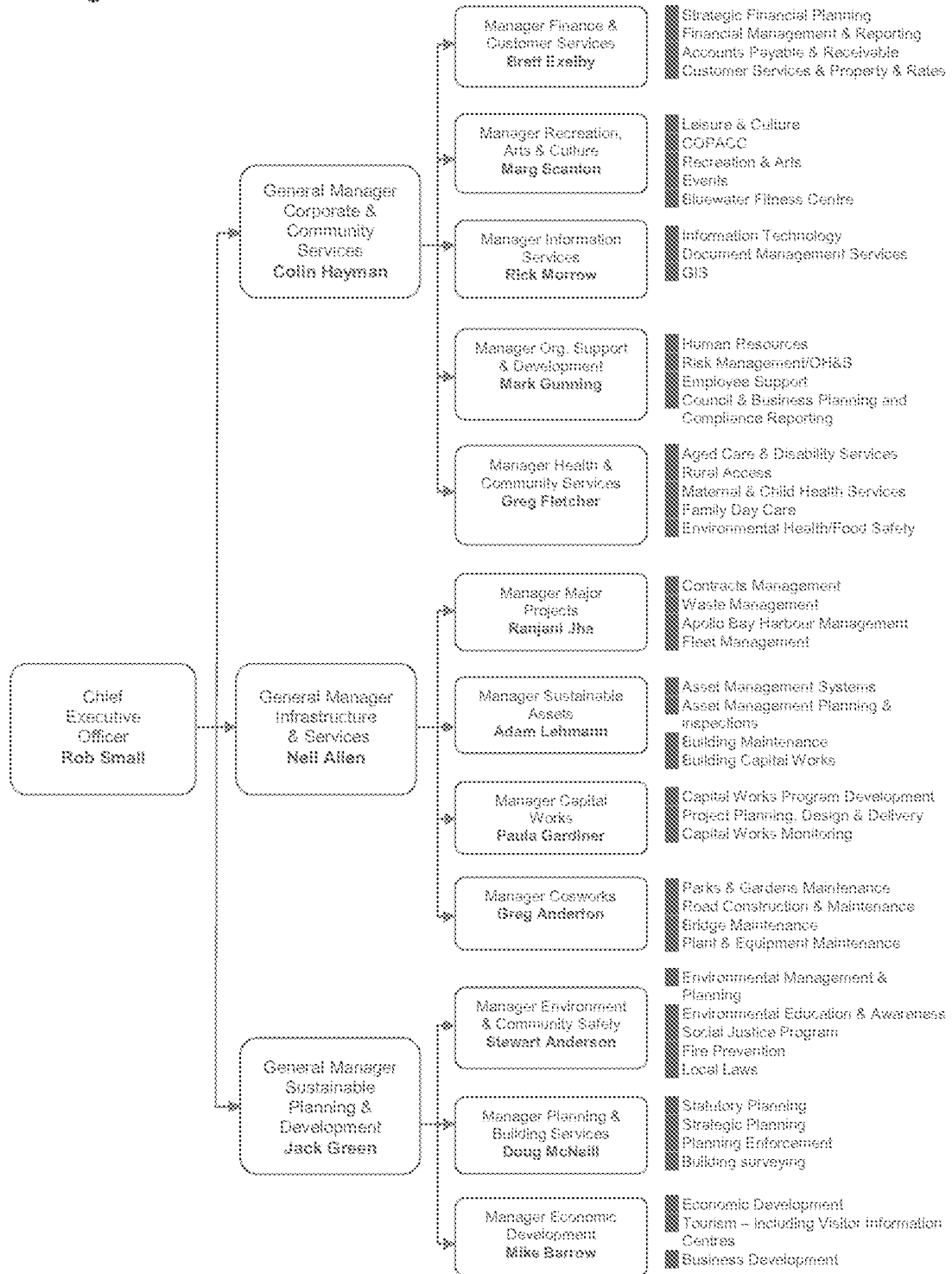
M.B.A. (Management); Member of the College of Engineers; Grad. Dip. Management; Certificate of Local Government Engineer; Graduate Certificate in Water Engineering; Diploma of Municipal Engineering; Diploma of Civil Engineering

*Major Functions:* Infrastructure and Asset Development; Major Contracts; Waste Management; Cosworks; Colac Live Stock Selling Centre; Apollo Bay Harbour.

Neil commenced with Colac Otway Shire on 3 November 2008. He has previously held the positions of Deputy City Engineer with the City of Seymour, Contracts Manager with the Mitchell Shire, General Manager Contracts and then General Manager Asset Management with Hume City Council before making a 'sea change' decision and returning to Warrnambool to undertake the position of Director City Infrastructure.



### Our Organisation Structure



# 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.*

**Leadership and Governance** is supported by the continued delivery of a diverse range of services, projects and programs

Audit Program  
Communications  
Corporate Governance  
Corporate Systems development and improvement  
Council & Business Planning  
Councillor Support  
Customer Services  
Document Management Services  
Domestic Animal Services  
Emergency Management/Readiness  
Executive  
Financial Management Systems and Services  
Fire Prevention  
Human Resources Management  
Information Communication and Technology Services  
Local Laws Enforcement  
Occupational Health and Safety  
Rating/Property Services  
Risk Management

## LEADERSHIP AND GOVERNANCE

## Highlights

**Near completion of the new Colac Community Library and Learning Centre**

This project brings together the library functions of the new Colac Secondary College and the Colac and district community into a single building. It provides for much more than a simple book based library as it will provide sophisticated electronic data access, meeting rooms, a toy library and a lecture room. It will provide a significant centre for community interaction and offer a significant lifelong learning facility for the Colac community.

**Development of the Apollo Bay Library**

The ongoing development of the Apollo Bay Library Service continues to highlight the positive aspects of partnerships with key community providers.

**Significant progress in the Dual Highway from Geelong to Colac**

The first stage of this project (Geelong to Winchelsea) was confirmed this year when State and Federal Governments both confirmed their financial commitments. The next stage (Winchelsea to Colac) had a commitment from both the Liberal Party and the Federal Labour Party pre-election.

**A renewed commitment to disadvantaged communities within the Colac Otway Shire**

During the year a task group, given the title "Towards Liveable Communities Coordinating Committee" or TLC3, has been formed comprising members of Council, Department of Planning and Community Development and the Department of Human Services and allied community groups to address disadvantaged communities. The State Government's blueprint document released in June 2010 provides for significant funds of up to \$1 million to support initiatives for the disadvantaged in the Colac Otway Shire.

**Contributions to G21 and Great South Coast Regional Strategic Plans**

Many of Council's key projects have been supported in these documents and the added weight of collective positions of these clusters of Councils has reinforced our claims for funding.

**Emergency Management**

A structural review was undertaken to integrate Council's Emergency Management functions. Enhanced resources were achieved to improve capacity. Township Protection Plans were adopted for eight high risk towns. No Neighbourhood Safer Places identified due to extremely volatile nature of local environment. Currently working with the Country Fire Authority on the next stage of this process in preparation for the 2010/11 fire season.

**Bushfires Royal Commission**

Senior Officers appeared before the Bushfires Royal Commission to give evidence in relation to Local Government obligations for vegetation clearance and to highlight the lack of resource capacity provided from the State Government to undertake this work on their behalf.

**Integrated Fire Management Planning**

Council is working with a range of other agencies to integrate a range of fire and emergency related plans into an Integrated Fire Management Plan. Although the plan is still being developed the process has led to the formation of a committee that looks at all elements of fire management. The new committee has representatives from various government and statutory bodies that will help ensure more integrated fire management practices in the future. Council has worked in partnership with the CFA and DSE to develop eight township protection plans for high risk towns in the Shire. The new plans identify key emergency management infrastructure and fire fighting agency response planning. In addition, the new plans provide the basis for identifying local solutions to local problems. The eight township protection plans were endorsed by Council in October 2009.

**Neighbourhood Safer Places Plan**

Council has adopted a Neighbourhood Safer Places Plan (NSPP). The Plan is an NSPP for the purposes of the legislation, and contains guidelines which have been developed by the Municipal Association of Victoria (MAV). The NSPP identifies matters that should be taken into account in identifying, designating, establishing and maintaining Neighbourhood Safer Places (NSPs) within the municipality.

**Inland Acid Sulphate Soils Steering Committee established**

The Steering Committee has representation from Barwon Water, Southern Rural Water,

## LEADERSHIP AND GOVERNANCE

Department of Sustainability and Environment, Department of Primary Industries, Environment Protection Authority, Corangamite Catchment Management Authority, working together to better understand the characteristics in the landscape that increase the likelihood of an event and the potential environmental consequences.

**Review of Council's Local Laws**

Throughout the year a number of corporate documents and processes have been reviewed. These included Council's Local Law No 4, a number of Council Policies, Council's budget processes and the development of templates to assist officers in the preparation of project briefs.

**'Virtual' technology installed**

The Council has embraced the new 'virtual' technology and is at the forefront of comparative Councils who have moved to this technology. The Council's underlying technical infrastructure is 'state of the art' and provides flexibility, efficiency and disaster recovery capabilities that were not possible 18 months ago. This technology delivers the ability to limit server down time, manage storage capacity growth and effectively meet the ever increasing server resource demands.

**Records Management Strategy**

Council joined the enterprise content management STEP program involving more than 30 councils. The program is long term and aimed at improving records management processes. In the first year of the program, all Information Management processes were reviewed and a 4-year action plan developed to guide the development of the councils' electronic document management systems. As part of the program an Information Management and Record Management Strategy was developed. It will assist the organisation to control the significant change management issues that have been identified.

**Fast Facts**

**Net Expenditure**  
(\$20,175,603)

**Equivalent Full -- time Positions**  
47.7

**Key Functions**

- Engage with and advocate for our community
- Monitor the efficiency and effectiveness of operations
- Ensure effective community consultation
- Support open and transparent decision-making processes
- Ensure sound financial practices
- Establish effective frameworks for planning
- Ensure compliance with relevant legislation and regulations
- Human Resources management
- Occupational Health and Safety compliance, audit and reporting
- Risk Management compliance, audit and reporting.
- Corporate and Business planning and reporting.
- Management of Council's IT infrastructure and systems
- Management of controlled Council information, both hard copy and electronic
- Fire prevention inspections and standpipe management
- Local Law enforcement and issuing of permits

**Service Statistics**

- Coordinated recruitment and selection of 64 position vacancies
- 459 Job applications processed
- 94% Rates collected by year end
- 14,405 Property and 534 non-rateable assessments
- 1,911 Pension rebates and 251 drought relief concessions
- 921 Land information certificates issued
- 33,210 Debtor invoices issued
- 7,303 Supplier payments processed
- 53,931 Receipts issued
- 6,274 Dogs and 1,573 Cats registered
- 247 Dogs and 60 Cats returned to their owners
- 44 Dogs and 89 Cats euthanised
- 114 Schedule 13 Permits to Burn by an individual issued during the Fire Danger Period
- 150 new properties mapped
- 119,789 items of both inwards and outwards correspondence processed

## LEADERSHIP AND GOVERNANCE

## Disappointments

**Failure to get funding for the Bluewater Fitness Stadium improvements**

Consideration for funding for this project was sought through the Federal Government's Regional and Local Community Infrastructure program. This application was not supported in either the first or second rounds of this funding program (funding promised as part of Federal Labour Party pre-election).

**Apollo Bay Harbour Revitalisation**

While good work, in consulting with the community gave greater acceptance, Council is still attempting to gain funds from government to complete the planning studies required for rezoning this land. We are hopeful of support from RDV (Regional Development Victoria) on this matter in the near future.

**Policy Review**

Not all policies were reviewed due to the need to redraft a number based on changes in procedures and/or legislation.

**Disaster Recovery**

Delay in the construction of the Colac Community Library and Learning Centre has meant that the Council's disaster recovery capabilities have been limited, as Council will be sharing the data centre. When the new facility is completed, Council will be finalising the disaster recovery implementation.

**Corporate Software**

The implementation of new corporate software has proven to be a difficult and resource hungry exercise for Council over 2009/10. The software is an organisation-wide approach to Council's business enabling full integration of all council systems. Due to the wide-spread impact and the need to continue to operate "as usual", our ability to respond diminished over the first half of the year. There has been considerable improvement in the last half of the year as confidence was restored and our ability to perform tasks improved.

**Animal Welfare**

Despite the best efforts of Council's Local Laws Officers to re-house abandoned animals over 130 animals had to be euthanised during 2009/10, with the vast majority being cats. Although the numbers of animals being

euthanised are not acceptable it is a national problem that is very hard to manage.

## Challenges facing the Year Ahead

**Improving the lives of disadvantaged members of our community**

The initiation of the Towards Liveable Communities Coordinating Committee and the blueprint funding for disadvantaged communities of approximately \$1 million will give this project some resources and broad government and community commitment to making a difference.

**Managing the demand for asset maintenance and renewal**

Most rural shires struggle to fund the expectations of their communities and the maintenance of their assets because of low populations and significant infrastructure such as roads, bridges and buildings. While the Colac Otway Shire is performing well here, it is a significant challenge to keep rates at a realistic level for our community.

**Determining Colac's future road hierarchy**

It is now critical that we have a clearly endorsed proposal for an alternative heavy transport route and plan for a potential bypass ahead of predicted extensions of the dual highway from Winchelsea to Colac, and in the nearer future, the upgrading of Murray Street as part of the redesign of our urban area.

**Increases in Legislation**

The ever increasing legislative and operational responsibilities in delivery of services to the community is an ongoing challenge for Council. It continues to make local government's role more complex and demanding, and difficult to inform the community of Council's obligations. This is particularly relevant in the regulatory roles of Council, including Land Use Planning, Building, Local Laws and Emergency Management.

**Review of internal processes**

While significant progress has been made we acknowledge that there are still substantial improvements to be made. Our community has the right to the best service that can be delivered and we are fully committed to continue to work toward that goal. Given the increasingly complex requirements/obligations Council has under many pieces of legislation, it

LEADERSHIP AND GOVERNANCE

remains a major and ongoing challenge for the organisation.

**Complex sustainability issues**

Managing and preparing for the growth of our community, including developing employment opportunities, education and more effective community engagement processes, while ensuring the environmental sustainability of our very sensitive and diverse environment.

**Financial Pressures**

There continues to be ongoing pressure on Council's finances with respect to demands for services. Colac Otway Shire is a Council with major facilities that require upgrading and renewal.

**Continuous Improvement**

The need to continually review services with the aim of ensuring services are being undertaken in the most efficient and effective way with the funds that are currently available.

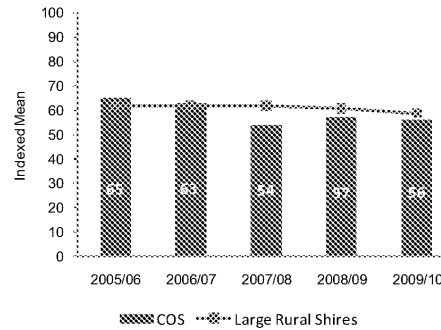
**Procurement**

Council provides a large range of services and has recently adopted a new Procurement Policy. There is an ongoing challenge to ensure that the provision of services complies with the new policy and meets the legislative requirements, while achieving the best value for money for the community.

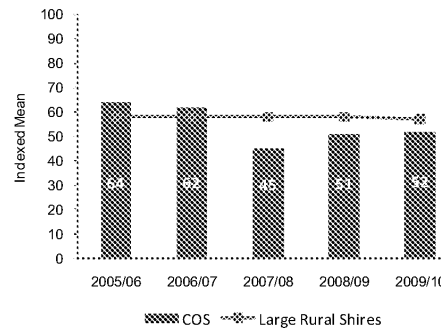
**Disaster Recovery**

In the coming year a disaster recovery capability will be developed that will deliver the needs of Council as defined by the Business Impact Analysis report. It will provide Council with minimal down time and data loss in the event of a significant disaster event, such as the destruction of the Council's main Customer Service Centre in Colac. Developing the capability to meet the needs of Council will be a significant challenge.

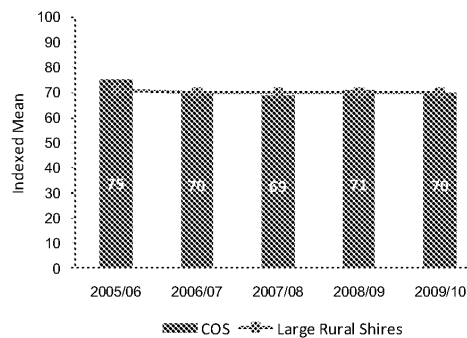
Advocacy



Community Engagement



Customer Contact



## LEADERSHIP AND GOVERNANCE

### The Year Ahead

#### Design of Colac's CBD and Entrances

The initial work for an urban design for Colac is being prepared this year, which will also include the entrances to Colac. This will form the basis of lobbying for funding for the actual works which are predicted to cost approximately \$2 million. An attractive central precinct is pivotal to raising pride in our place and attracting visitors and settlers alike to an area.

#### Municipal Fire Management Plan Version 1

Council will be working with the members of the Municipal Fire Management Planning Committee on the development of Version 1 of a Municipal Fire Management Plan. It is envisioned that this plan will build on Council's current Municipal Fire Prevention Plan by covering a broader spectrum of actions required not only for prevention but also for preparedness, response and recovery.

#### Animal Emergency Management Plan

The tragic events of 7 February 2009 have highlighted many areas where more work is required to effectively prepare for a major emergency. One area is the management of animals, particularly dogs, cats and horses. Accordingly, Council is committed to developing an Animal Emergency Management Plan that will build on the experiences of the 2009 fires to ensure animals are managed in the most effective way possible during an emergency.

#### Determining Future Rural Residential Zones

The consultant's work on preparing this work is almost complete and the second round of community consultation will be held this year. This issue has been, and will continue to be, a controversial one as unviable properties within farm zones are considered for housing. This is against a background of State policy which aims to preserve valuable farming land.

#### Challenging Funding Models for Rural Shires

Several initiatives are being pursued directly to put the case for a change in Federal grant funding to lower populated rural shires. The Shire is directly involved in an Australian wide rural roads initiative aimed at recognising Shires with over \$100 million in primary production per year in arguing for road funding from the farm gate.

#### Strategic Planning

The delivery of Council's extensive Strategic Planning Program within the Colac Otway Shire as well as working through the G21 Strategic Planning Pillar on the Regional Strategic Land Use Plan;

#### Financial Planning

Review the rating strategy in conjunction with Council; development of uniform financial management practices across the organisation and development of a comprehensive Long Term Financial Plan and Strategic Resource Plan.

#### Emergency Management

Enhanced Emergency Management obligations (including the directions of the Bushfire Royal Commission when issued at the end of July 2010) and continuing the significant improvements and efficiencies that have been achieved to date.

#### Council Policies

Finalisation of the current review of Council's policies.

#### Audit Recommendations

Ongoing implementation of recommendations from various Audit Reports – from the Victorian Auditor General and Internal Auditor to ensure that the Council continues to improve its systems and practices and addresses any areas that have been identified as needing review.

#### Information Technology

18 specific projects are funded for delivery in the coming year. Much of the work relates to hardware and software upgrades with a focus on providing more effective and efficient systems. These include replacing the outdated electronic document library, finalising the disaster recovery implementation, providing a range of mobile capabilities and upgrading the server platform to the latest iteration.

#### IT Desktop Pilot

A pilot program will be undertaken looking at delivering PC desktop capabilities using virtual desktop technology. This pilot project will build on the investment in server virtualisation and provide a platform for the development of a Windows 7 and MS Office 2010 environment.



LEADERSHIP AND GOVERNANCE



**Re-Housing of Animals**  
Over 50 domestic animals that were collected by Local Laws Officers were re-housed in suitable new homes. This prevented the need to euthanise these animals so they can now live long lives and contribute to the overall wellbeing of the community. The welfare of any animals being held in the pound is of highest priority. Council's pound facility is considered to be a very high standard. Kevin Young holds two of the lucky kittens that found a new home.



**Young Ambassador**  
Samantha Fennell was awarded our Young Ambassador for 2009. Samantha was school captain at Colac Secondary College and a passionate sportswoman. Samantha was among a field of a dozen candidates.



**Customer Services the Top Performer**  
Colac Otway Shire Council was the top performing organisation in Customer Service Benchmarking Australia's annual complaints benchmarking report.

*Left to Right: Susan Johnson, Raelene Munro (Customer Service Coordinator), Sharyn Rayner and Simone Robertson*

LEADERSHIP AND GOVERNANCE

Our People

Our people, staff and volunteers, continued to deliver and drive successful service delivery in accordance with our Council Plan.

At 30 June 2010 there were 331 staff employed in a variety of permanent full-time, part-time and casual positions.

Appreciation of the fantastic contribution of all our people is ongoing, with monthly and annual recognition awards and functions.

Council's business performance is inextricably linked to the endeavour and performance of our people and Council continues to look at ways to acknowledge that effort and to develop our workforce to meet future challenges.

Supplementing Council's workforce are more than 20 Family Day Care contractors and work experience participants who assist in the delivery of council services. Our volunteers play a key role in tourism promotion, community transport and the delivery of major events.

Organisational training and development

A fundamental principle of good governance is to ensure that we comply with the law. As well as staff receiving specific training on an ongoing basis related to their roles and legislative responsibilities, every second year a key aim of our annual organisation training and development program is the delivery of legislative compliance training. In 2009/10 Council staff participated in training covering Performance Management, Local Government Business Writing Training, Health & Safety Representative Training, CPR refresher training and Health & Safety Refresher Training. In addition, a range of other professional development training was undertaken, which included significant training initiated by Council installing new corporate software.

All new staff completed a comprehensive induction program that provided information, key human resources policies and procedures, internal systems and processes, risk management and workplace safety.

Occupational Health & Safety (OH&S)

We are committed to providing a safe and healthy workplace for our staff, contractors, volunteers and visitors. Our OH&S Consultative Committee meets bi-monthly, with all areas of our organisation represented on the committee through designated work groups.

Ongoing OH&S training is an essential element in continuously improving our health and safety performance. In 2009/10 staff participated in a number of training and activities including:

- OH&S Representative 5 Day OH&S course & refresher training
- First Aid training/CPR updates
- Staff Health and Wellbeing activities

Appreciating our staff

Council has an ongoing Reward & Recognition Program to recognise key service milestones. This year special mentions were made of 12 employees with 20, 25 and 30 years of service to our community:

- 20 Years: Sue Mulder, Peter McLeod, Greg Fletcher, Robin Pesketi, Doreen Collins and Alan Collins
- 25 Years: Ray Leak, George Ashworth and Gary Lucas
- 30 Years: Graham Newcombe, Andrew Daffy and Edward Riches

Retirement

Graham „Coke‘ Newcombe retired after 30 years of valued service at the Saleyards and a civic reception was held in his honour.



L to R: Rob Small (CEO), Cr Lyn Russell (Mayor) and Graham Newcombe

LEADERSHIP AND GOVERNANCE

| Equivalent Full Time Staff                      | EFT (Hrs)    |
|-------------------------------------------------|--------------|
| Apollo Bay Harbour Operations                   | 4.6          |
| Capital Works                                   | 4.1          |
| Corporate and Community Services                | 2.4          |
| Cosworks                                        | 52.1         |
| Economic Development                            | 11.9         |
| Environment and Community Safety                | 13.0         |
| Executive                                       | 3.9          |
| Finance and Customer Service                    | 17.2         |
| Health and Community Services                   | 36.9         |
| Information Services                            | 9.5          |
| Infrastructure and Services                     | 2.1          |
| Major Contracts                                 | 4.1          |
| Organisation Support and Development            | 6.0          |
| Planning and Building                           | 12.4         |
| Recreation, Arts and Culture                    | 24.8         |
| Sustainable Assets                              | 4.5          |
| Sustainable Planning and Development Management | 2.2          |
| <b>TOTALS</b>                                   | <b>211.8</b> |

Note: Increase in EFT hours from 2008/09 due to 27 pay periods this financial year and the inclusion of Apollo Bay Harbour staff previously not included

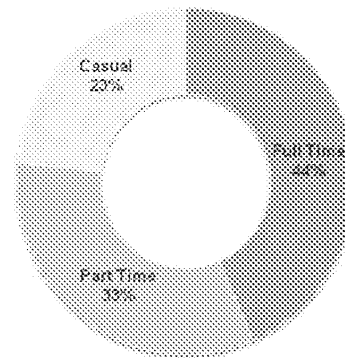
Recruitment and Retention

Council continues to experience some difficulties in attracting applications in areas of critical shortage across Local Government and in other industries in Australia, such as Engineering and Planning.

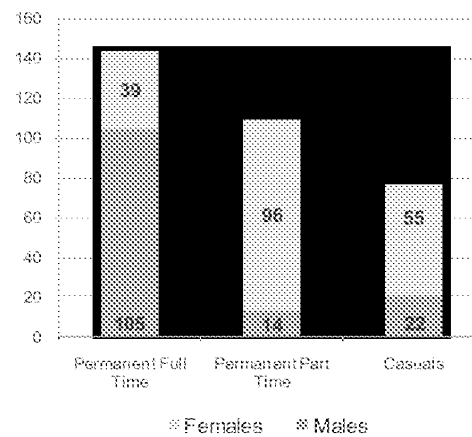
It's pleasing to note that our staff turnover has steadily decreased since 2005/06. We actively participate in the MAV Rural Council Workforce Planning Working Party, the LG Employment Branding Research Project and with six of the Greater South Coast Councils in an employment marketing campaign in local and national media. Issues around recruitment and retention continue to be addressed through our workforce planning strategies.

By being ideally situated within an hour's drive of major population centres and coastal areas, and by continuing to promote our commitment to staff development and training, we believe Colac Otway Shire is uniquely placed to offer an environment of challenge, growth, broad experiences and lifestyle options.

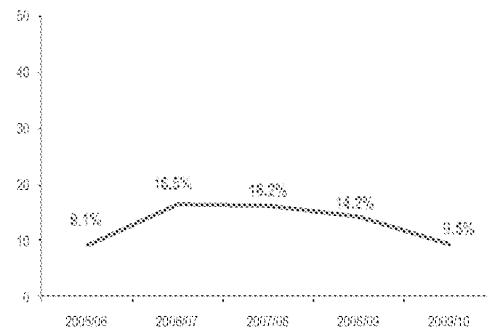
Staff by Employment Status



Staff by Gender and Employment Category



Annual Staff Turnover Rate



LEADERSHIP AND GOVERNANCE

Progress on Council Plan Commitments



2009/2010 Actions completed



2009/2010 Actions behind schedule

Deferred or delayed beyond 2009/2010

Strategy 1: Lead the community in responding to the current and long term sustainability challenges facing the municipality

| Key Actions                                                                                                                                                                                                                  | Progress for 2009/10                                                                                                                                                                                                                                                            | Status |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|
| 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 | Colac Otway Shire has signed up to the G21 Regional Land Use Strategy project and will actively participate in the program. The Shire has also participated in the development of the Great South Coast regional strategic plan, which will be adopted by Council in July 2010. |        |
| Review of Council's Local Laws                                                                                                                                                                                               | Council's "Local Law No 4 – Council Meeting Procedures and Common Seal" was adopted by Council in February 2010 after an extensive process.                                                                                                                                     |        |
| Review of Council's Policies                                                                                                                                                                                                 | During the year many of Council's policies were reviewed and adopted by Council.                                                                                                                                                                                                |        |

Strategy 2: Improve community engagement to ensure open, accessible, transparent planning and decision making

|                                                                                                 |                                                                                                                                                                                                                                     |  |
|-------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| Continuously improve and implement Council's Community Engagement Policy, Procedure and Toolkit | Council formally adopted the participation tool kit known as IAP2 in January 2010. Staff training took place in May, attended by 35 staff from various parts of the organisation. The IAP2 format now being actively used by staff. |  |
| Conduct community forums throughout the Shire                                                   | Six forums held based on a range of topics including rural residential living zones and reviews of structure plans for Birregurra and Forrest.                                                                                      |  |

Strategy 3: Provide responsible financial management

|                                                                                                                                                                                     |                                                                                                                                                                                                  |  |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| Develop a ten year financial plan that is integrated with Council's Asset Management Strategy                                                                                       | Council is participating in the Local Government Sustainability Program. Council has commenced the process to review the Strategic Resource Plan and develop a 10-year long term financial plan. |  |
| 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 | Council's audit committee has continued to actively monitor areas of potential risk. An internal audit programme has been developed based upon a risk assessment conducted independently.        |  |

LEADERSHIP AND GOVERNANCE

| Key Actions                                                                                                                                                                                      | Progress for 2009/10                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Status |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|
| Implement a new chart of accounts in line with integration of the Financial Management software                                                                                                  | A new chart of accounts has been implemented for the organisation. Regular reviews of the chart will continue to ensure its effectiveness.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | ★      |
| Facilitate a strategic and integrated approach for grants applications which ensures alignment with the Council Plan and Budget                                                                  | Staff resource allocated to managing the Grants Strategy including staff training and development, administration of grants register and relationship building with external funding bodies.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | ★      |
| Secure multiple grants for major projects, where possible, to reduce Council's matching contribution from other than rate revenue                                                                | Multiple grants have been sourced whenever possible to reduce Council's matching contribution.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | ★      |
| <b>Strategy 4: Continuously improve the services directly provided by Council</b>                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |        |
| Carry out best value reviews on Council operations and implement the prescribed actions                                                                                                          | Best Value review completed for Parks and Gardens. An outcome of the review will result in establishing a new service level agreement that recognises increased expansion of parks and reserve areas and the growth in community expectations.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | ★      |
| Improve Council's Customer Service capability to increase customer satisfaction                                                                                                                  | The customer service team received national recognition through an independent benchmarking exercise undertaken during the year.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | ★      |
| Actively promote the delivery of responsive customer service across the organisation                                                                                                             | Council continues to raise the awareness of customer service as an organisational activity.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | ★      |
| <b>Strategy 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</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |        |
| Advocate and influence the development of water authorities' water supply demand policies and strategies                                                                                         | <p>Council has been a strong advocate for the Birregurra Sewerage Scheme and further sewerage schemes for Wye River and Separation Creek. Based on the significant advocacy work that Council has undertaken in the past, consultants, on behalf of Barwon Water, have undertaken a design of the Birregurra Sewerage Scheme, and this has been tendered out by Barwon Water in the 2009/10 Financial Year. Works have commenced on the implementation of this Scheme.</p> <p>Council has also been working with Barwon Water in relation to development of sewerage schemes for Wye River and Separation Creek and a presentation on progress was made to Council in December 2009 by Barwon Water regarding the status of this work. Further investigation is being undertaken into future options of proposed treatment effluent discharge to Wye River and Separation Creek and Council will continue to work with Barwon Water to advocate for suitable facilities in these areas.</p> | ★      |

LEADERSHIP AND GOVERNANCE

| Key Actions                                                                                                                                                              | Progress for 2009/10                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |   |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|
| Advocate for increased State Government recognition and funding as compensation for the Shire's larger than average area of non-rateable land                            | Development of funding cases has been made by the Australian Regional Roads Group led by Cr Lyn Russell and the rating plight of farming based Councils by Cr Frank Buchanan. Both business cases are being evaluated.                                                                                                                                                                                                                                                                                                                                                                                                     | ✱ |
| Advocate for appropriate State and Federal Government funding for community priorities                                                                                   | Priority project lists have been prepared and lobbying has occurred at the state and federal level. Specific lobbying has occurred on the Princess highway, Apollo Bay Harbour, the trade training centre, television, broadband network and mobile phone coverage, connectivity to Geelong by improved rail services, the use of the former High School site, development of the indoor stadium and hydrotherapy pool at BWFC and enhancements to COPACC Civic Hall, the upgrade of Colac's CBD disadvantaged communities in the shire and Central Reserve upgrades. Success has been noted in several of these projects. | ✱ |
| Participate in G21 and Great South Coast resource sharing forums and negotiations on regional strategic objectives                                                       | Staff and Councillors are actively involved in G21 pillars where many projects are lobbied in Colac Otway Shire's community interests. Council has been actively involved in the development of a Great South Coast Regional Strategic Plan (GSCRSP), which will be adopted in July 2010.                                                                                                                                                                                                                                                                                                                                  | ✱ |
| Advocate for appropriate fire prevention activities in the Great Otway National park and other public land                                                               | Council has been working with other key fire agencies through the Regional Strategic Fire Management Planning Committee and the Municipal Fire Management Planning Committee to enable integrated fire management activities across the Colac Otway Region on both public and private land.                                                                                                                                                                                                                                                                                                                                | ✱ |
| Strategy 8. Attract and retain quality staff                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |   |
| Negotiate the fifth Colac Otway Shire Enterprise Agreement                                                                                                               | Negotiations formally commenced in May 2010, with Council's Staff Consultative Committee and relevant industrial bodies. Substantive progress has been achieved, with the new agreement expected to be completed by September 2010.                                                                                                                                                                                                                                                                                                                                                                                        | ✱ |
| 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" | Council participated in two career expos and continued to develop and improve employment materials that market the diverse range of career opportunities in Local Government and, in particular, those offered to the youth in Colac Otway Shire. Improved marketing has resulted in increased numbers and quality of applicants.                                                                                                                                                                                                                                                                                          | ✱ |

LEADERSHIP AND GOVERNANCE

Strategy 7: Provide a fair, safe and healthy work environment



| Key Actions                                                                                                                                        | Progress for 2009/10                                                                                                                                                                                                                                                                                                                                          | Status |
|----------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|
| Enhance and implement the corporate occupational health and safety systems (SafetyMap) and ensure ongoing compliance with all relevant regulations | External auditing by SafetyMap confirmed Council's health and safety policy and procedures are being implemented to industry standards. Minor corrective actions identified through the audit have been addressed.                                                                                                                                            | ★      |
| Review Council Offices and Staff Accommodation to ensure appropriate space is provided to accommodate staff                                        | A review of staff accommodation has been completed with funds allowed in the 2010/11 budget to relocate Sustainable Planning and Development staff to the former library site. This will allow the relocation of the Health and Community services section to the Rae Street building. Decisions on these matters are to be determined by Council in 2010/11. | ★      |

Strategy 8: Continuously improve operational systems, processes and minimise risk





|                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                          |   |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|
| 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 | Risk profiling project completed. Ongoing action has included the loading of the Risk Register into the corporate management software system, which is now available to all responsible council officers to monitor and manage any identified, emerging or new risks.                                                                                    | ★ |
| Review and update Council's Risk Management Policy and Procedures Manual including compliance audits                                                                                                                   | Review of the Risk Management Policy has been completed. Compliance audit results improved and were well above State and regional averages. Observations from the audit have been used to review risk procedures across Council.                                                                                                                         | ★ |
| Implement the Systems and Processes Review project to ensure that systems and processes are operating effectively and providing support to eliminate risk                                                              | A continuous improvement model was applied to the Systems and Processes Review, which resulted in a new and improved project and budget request process. Project management models and systems have been enhanced and improvements made to the reporting software. Risk management tools have been embedded into project and budget processes.           | ★ |
| Implement Council's Information Communication Technology strategic plan                                                                                                                                                | The actions scheduled for implementation in 2009/10 that were funded in the budget were all implemented on time and within budget                                                                                                                                                                                                                        | ★ |
| Develop and implement Council's Information Services disaster recovery environment                                                                                                                                     | The Council's disaster recovery environment continues to be developed to meet the needs of the organisation. This year in addition to building the physical infrastructure, an array of supporting disaster recovery documentation was developed.                                                                                                        | ★ |
| Seek opportunities for sharing of resources and expertise across the region                                                                                                                                            | Staff have participated in the Super 11 Benchmarking Group. A Best Value review has been completed for Parks and Gardens. An outcome of the review was to undertake a service level review, which is currently in progress. Investigations are being conducted into adopting the Business Excellence Framework, with a staff briefing held in June 2010. | ★ |

LEADERSHIP AND GOVERNANCE

Strategy 9: Communicate regularly, effectively and honestly with the community

| Key Actions                                                                                                                                                                              | Progress for 2009/10                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Status                                                                              |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
| 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 | Council keeps our community informed through a variety of channels including media and non-media sources. Council issued 372 media releases during the year and published monthly Council Columns in The Colac Herald. Monitoring of key local media and newsletters showed there were more than 1,000 stories about Council published or aired during 2009/10. This monitoring is not exhaustive, and actual media coverage figures are likely to be higher than this. An assessment of these stories shows that 65 per cent were positive, 10 per cent were negative and 25 per cent were informative or neutral. |  |
| Ensure Colac Otway Shire's website is accessible, easy to navigate, utilises appropriate web technologies and contains relevant and up-to-date information                               | Council's website is regularly updated, with staff members throughout the organisation trained and responsible for keeping their allocated sections of the website up to date. The Economic Development section of the website has been reviewed and updated, and an update of the building and planning sections of the website is underway.                                                                                                                                                                                                                                                                       |  |

Strategy 10: Meet our statutory obligations for community safety, security and responses to emergency situations

|                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                       |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| Implement the Domestic Animal Management Plan                                                                                                                              | The Domestic Animal Management Plan is being implemented effectively. A special rate for animal registrations that encourages desexing and microchipping has been introduced successfully. Further refinement of the schedule of fees is currently being examined to address the reluctance of owners to register their working dogs.                                                                                                         |   |
| Implement the Municipal Fire Prevention Plan                                                                                                                               | The Municipal Fire Prevention Plan is being implemented effectively. Council has reviewed and updated the plan in line with the recommendations from the Royal Commission into the 7 February bushfire tragedy. Council carried out its responsibilities to maintain strategic fire breaks identified in the plan. The inspection process that Council is responsible for undertaking during the fire season was carried out comprehensively. |  |
| Establish integrated fire management practices                                                                                                                             | Council is working with a range of other agencies to integrate a range of fire and emergency related plans into an Integrated Fire Management Plan. Although the Municipal Fire Management Plan is still being developed the process has led to the formation of a Municipal Fire Management Planning Committee that looks at all elements of fire management.                                                                                |  |
| Undertake an annual review of the Emergency Management Plan (EMP) from a Shire perspective and implement awareness training and readiness programs for community and staff | Annual review of Emergency Management Plan undertaken and a new structure implemented for Emergency Management. Awareness training and readiness programs were undertaken and were trialled for the Emergency Coordination Centre and for a Relief Centre. Council continues to work closely with various agencies through the Emergency Management Planning Committee.                                                                       |  |



LEADERSHIP AND GOVERNANCE

Strategic Indicators for Leadership and Governance

| Indicator                                                      | Target 2009/10                             | Result 2009/10 | Result |
|----------------------------------------------------------------|--------------------------------------------|----------------|--------|
| Achievement of Council Commitments and Key Actions             | 100%                                       | 100%           | 100%   |
| Community satisfaction with the Overall Performance of Council | 62%                                        | 55%            | 89%    |
| Community satisfaction with Council's Advocacy role            | 63%                                        | 56%            | 89%    |
| Community satisfaction with Council's Community Engagement     | 62%                                        | 52%            | 84%    |
| Community satisfaction with Council's Customer Contact         | 73%                                        | 70%            | 96%    |
| Risk Liability Assessment                                      | 87%                                        | 89%            | 100%   |
| Liquidity Ratio                                                | 1.50:1(Est AIFRS Adj)                      | 2.18:1         | 100%   |
| Audit Opinion issued on Financial Statements                   | Compliance with all statutory requirements | Yes            | 100%   |



Colac Youth Council  
*Back Row (L-R)* Cr. Chris Smith, Lucy Vesey (Vice-Chair), Daisy Brettargh, Stephanie Brauer, Emma McMaster, Tim Smith (Treasurer), Terry Woodcroft (Leading Senior Constable for the program, Co-Pyjit)  
*Front Row (L-R)* Brittnee Colbourne (Chair), Mickayia Leak, Jessica Westlake (Minute Secretary), Katherine Attnil (Colac Otway Shire)  
*Absent* Kern Bauer (SWLLEN), and Jo Donkers (Colac Area Health)

# Physical Infrastructure and Assets

## Objective

*Council will provide and maintain Council infrastructure and assets that meet community needs now and in the future.*

**Physical Infrastructure and Assets** is supported by the continued delivery of a diverse range of services, projects and programs:

- Apollo Bay Harbour Management
- Asset Management
- Building maintenance, development and upgrades
- Colac Livestock Selling Centre
- Contract Management
- Engineering Design
- Infrastructure Maintenance and upgrades
- Road Safety

## PHYSICAL INFRASTRUCTURE AND ASSETS

### Highlights

#### Eliminyt Natural Gas Special Charge Scheme

The Special Charge Scheme for the provision of Natural Gas infrastructure to the Eliminyt area was completed in January 2010 and was a key milestone of Council. This major project, managed through Council, involved 548 residents at a total cost of \$871,164. The project was largely funded by the community through the Scheme and has resulted in improved services to the residential properties of Eliminyt.

#### Infrastructure Environmental Planning

The appointment of an Infrastructure Environment Officer has enabled Council to manage the complex environmental and planning relationships in the carrying out of a range of works and services by Council in the field. The position assists with the smooth transition of planning permits and sign off by government agencies in relation to maintenance and vegetation controlled works on the Council's extensive road network. This ensures that Council is operating at Best Practice and is not in breach of any legislative requirements.

#### Rehabilitation of Cressy Shelford Road

Works have been progressing well since the appointment of an Infrastructure Environment Officer to oversee the management of the works to ensure that they comply with the relevant legislative requirements. A Cressy Shelford Road Steering Committee has been established to assist in the ongoing monitoring of environmental works in the area.

#### Internal development of a Capital Works and Major Projects Management System

The system is based on a 10 year projection for capital works and major projects and has greatly assisted Council in both understanding and standardising priority works for future budgets. By October 2009, project reporting templates had been developed and were being used to report project progress and expenditure. Through the development of the project reporting tools, Council Officers now have a system in place to relay information to Executive in a consistent and uniform manner which clearly shows if projects are tracking on time and on budget.

#### Key Road Improvement Projects

Road widening works on sections of Irrewillipe Road were completed to provide a full width sealed pavement to improve local road access for B-Double transport vehicles. It will also significantly improve road safety for all road users by reducing potential conflict between general road users and higher mass heavy vehicles.

Stage 2 of the rehabilitation works on Binns Road included gravel resheeting, drainage improvements, slip rehabilitation and reinstatement of sight lines along Binns Road. Stage 2 works extended from the Aire River through to the Great Ocean Road, and have resulted in rehabilitation of the entire length of the road. The road upgrade supports local industry, particularly the timber industry, as well as providing benefits to other road users through the safety improvements. This project was delivered through funding received from the Better Roads Program.

#### Building Renewal Program

Council's commitment to the delivery of improved community facilities continues to be realised through the completion of the 2009/10 Building Renewal Program (\$250,000). Works under this program included a major refurbishment of the Colac Lawn Tennis Clubrooms, painting and repairs to the Loves Creek Public Toilets, painting and other repairs to the Lavers Hill Public Hall, and painting of the Beech Forest Public Toilets.

A number of other building projects were completed under Council's 2009/10 Capital Works Program. These included the upgrade of the existing water meter servicing the Botanic Gardens, and upgrades to the existing switchboards at the Irrewillipe Recreation Reserve and Council's Eliminyt Works Depot.

#### Bridges

Rehabilitation works on a number of bridges across the municipality were completed during the course of the year (\$120,000). Major works were completed to armour the abutments to the Murroon Bridge to preserve its long term structural integrity. Major repairs were also undertaken to address a sinking abutment to a bridge located on Seven Bridges Road, Gerangamete.

## PHYSICAL INFRASTRUCTURE AND ASSETS

**Fast Facts****Asset Management Strategy**

A comprehensive review of Council's existing Strategic Asset Management Plan has been completed with the preparation of a new Asset Management Strategy. The emphasis of the strategy is to document the key actions necessary to improve Council's overall asset management capabilities.

**Road Management Plan**

Council also continued to perform well in delivering on its road management commitments by meeting specific measures for Road Management Plan compliance. This relates to the proactive inspection and maintenance regimes established for our local road and footpath networks.

**Footpaths**

As part of Council's overall program to renew and rehabilitate its ageing assets, key sections of footpath were replaced as part of the 2009/10 Annual Footpath Replacement Program (\$180,000). This included areas of concrete footpath located along Bromfield Street, Wilson Street, and Johnstone Crescent in Colac and also along Whelan Street in Apollo Bay.

**Long Term Dredging Options and Sand Management Study**

This study was initiated to identify the effective solutions to manage the build up of sand at the harbour entrance. The study concluded that there is need to replace the current dredging vessel and workboat due to its old age and decreasing reliability and effectiveness. Meetings have been held with the Department of Sustainability and Environment and the Department of Transport to highlight the urgency of this significant asset replacement project, which will need to be Government funded. The excavation of the groyne has also been discussed in conjunction with dredge replacement to make the sand management measures more effective.

**Breakwater Re-armouring Works**

Necessary investigation and design works were completed in 2009/10 and application lodged with Regional Infrastructure Development Funds (RIDF) for allocation of funds for completing all aspects of works comprising of increasing of height of approximately 100m of breakwater, re-armouring, pavement reinstatement and public access upgrade.

**Net Expenditure**

\$10,686,637

**Equivalent Full-time Positions**

69.3

**Infrastructure and Assets**

1,632 km of Roads  
 o 558 km Sealed  
 o 1,074 km Unsealed  
 134 Bridges maintained  
 120 km of Footpaths  
 144 Buildings

**Key Functions**

- Development, management and monitoring of Council's Capital Works Programs and major operational projects
- Project planning, design and delivery of infrastructure related projects within the Capital Works Program
- Development and facilitation of Special Charge Scheme projects
- Engineering advice for developments via the town planning process
- Active participation in Colac RoadSafe implementation of Council's Road Safety Strategy
- Provision of general engineering services to both internal and external customers
- Provision of civil infrastructure including roads, drainage systems, footpaths, car parks, bridges, traffic facilities, buildings, recreation areas etc.
- Capital improvement projects including the renewal of assets, upgrades and in some cases the provision of new assets
- Prioritisation of capital works projects to ensure Council is able to allocate the available as each year the number of projects included for consideration is far in excess of the available budget
- Managing of tendering and contracts
- Management of the Colac Livestock Selling Centre, which provides facilities for weekly sales of livestock in the region

**Service Statistics**

- 1,500 m of Footpaths reconstructed
- 47,399 animals through the Saleyards
- 37 km of sealed roads ressealed
- 90 km of gravel roads resheeted

## PHYSICAL INFRASTRUCTURE AND ASSETS

### Disappointments

#### Apollo Bay Transfer Station

The Apollo Bay Transfer Station encountered significant foundation problems after work had commenced due to the poor ground conditions, wet weather and the nature of the soil in the area. This required general strengthening of the foundations over the majority of the site and added significant cost to this project which has otherwise gone exceptionally well.

#### Capital Works Project Management

The adoption of the Capital Works Management System and the associated Reporting Tool has not been as widely accepted internally as was hoped for. It is intended that this be further strengthened through internal consultation, training and assistance over the next 12 months.

#### Project Completion

The percentage of Capital Works and Major Projects completed within the 2009/10 financial year is slightly less than previous years. External circumstances outside Council's control influenced the ability for these projects to be completed including the implementation of a new Council software system, the need to obtain a range of approvals from external government agencies, compliance with statutory and legal processes such as land purchases, the need for developers to complete their works prior to Council undertaking its own work and delays due to weather. However, these projects are generally well under way, with completion expected early in the 2010/11 financial year.

#### Asset Maintenance Model

The organisational model for the planning and maintenance of Council buildings and facilities needs to be revised so that these important assets are managed effectively.

#### Asset Management Systems

Council's existing asset management systems require review and consolidation. This needs to consider possible integration issues with Council's other corporate systems and processes.

#### Asset Management Plans

Protracted development of Asset Management Plans for the key asset areas of Buildings and Stormwater Drainage

#### Apollo Bay Harbour

Non-availability of funds for dredging vessel replacement. Also, some of the labour intensive works associated with the replacement of slipway rails, such as replacement of boat cradle wheels and galvanizing and sandblasting works, suffered delay due to non-availability of local contractors and the demand for use of slipway by boat owners. These remaining works have been carried over to the 2010/11 financial year and likely to be completed early in the next financial year.

### Challenges Facing the Year Ahead

#### Infrastructure Maintenance

Council's biggest challenge into the future will be ensuring that the Council's road network is maintained at a sufficient level and, in particular, that Council's bridge network is maintained at a level that meets community expectations and demands. Council manages 134 bridges and major drainage culverts. A large proportion of the older timber bridges are nearing the end of their useful life and will require a significant capital injection to bring up to standard. Council is currently reviewing all bridges and trying to source additional funding to upgrade major strategic bridges to remove load limits and allow high value industries to continue to operate, such as logging and dairying.

#### Asset Management

Ensuring that the 144 Council owned and managed buildings, with a current replacement cost of approximately \$53 million, are maintained and renewed at the level which meets affordable community expectations. Council's asset management planning has indicated a significant funding injection for the annual maintenance and renewal of buildings into the future which needs to be carefully managed. A process of prioritising works and services is currently being undertaken to address the funding requirements and detailed programs will be developed for consideration by Council.

#### Project Management

Further development of project management practices across the organisation are still required to assist project managers with the skills and tools necessary to successfully

PHYSICAL INFRASTRUCTURE AND ASSETS

deliver projects on time, on budget and to the required standard.

**Achieving Targets**

Completing a minimum of 85% of the Capital Works and Major Projects Program for the next year will be a high priority.

**Asset Management Strategy**

Implementation of the improvement initiatives included in Council's Asset Management Strategy to progressively improve Council's processes and practices across a number of key elements including; policy; asset planning; levels of service; governance arrangements; and data and systems

**Apollo Bay Harbour**

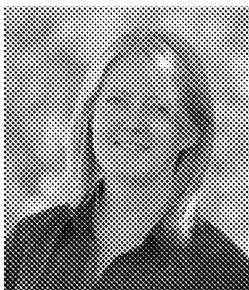
Continue dialogue with the Department of Transport for replacement of dredging vessel and accessories. Explore Government funding for upgrade of boat ramp facilities and pursue groyne clearance and sand management options.



Early Morning at Apollo Bay Harbour

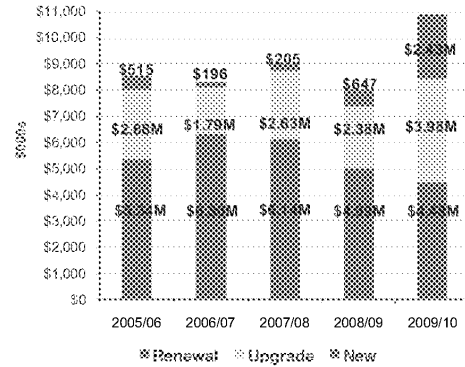
**Scholarship Win**

Capital Works Manager Paula Gardiner received a scholarship to attend the American Public Works Association (APWA) Congress in Boston USA.

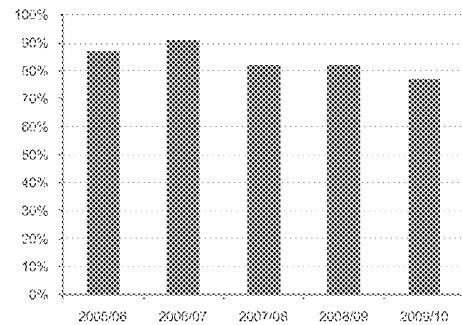


*Fast Facts*

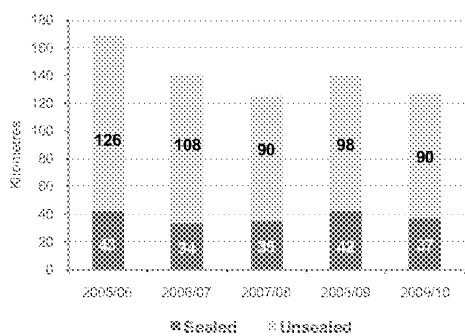
**Capital Works Undertaken**



**Percentage of Capital Works Completed**



**Road Network Renewal Works**



## PHYSICAL INFRASTRUCTURE AND ASSETS

### Major Projects for the Year Ahead

#### Service Levels

Council's major challenge is to ensure that the Assets that Council has will be maintained to an acceptable level for the community given the limited funds available. This will require a review of the current assets and service levels provided by Council to determine if changes are needed. Council is currently in the process of developing a Service Level Agreement for Parks and Gardens which will set the Standard required for Service Level Agreements across Council. A significant workload is required to ensure that the services carried are accurately known and documented.

#### Long-term Planning

Further enhance the linkage of the 10 year Capital Works and Major Projects Program with the Long Term Financial Plan, and annual Budget preparation. This will include alignment of the budget preparation methodology and the Capital Works & Major Projects Program, which would result in an easier first cut of annual budgets.

#### Project Reporting

Improve project reporting to enable project managers to track the key milestones within each project. This will assist to identify project slippage from a very early stage so that decisions relating to resource need or budget review can be undertaken in order to try and bring the project back on track.

#### Capital Works

Delivery of significant building projects included in Council's 2010/11 Capital Works Program. These projects will involve refurbishment and access upgrades to the Kanyana Senior Citizens Centre, upgrade to the toilet facilities provided in the Colac Youth Club Hall, and management of the annual Building Renewal Program.

#### Asset Management

Continued involvement in the MAV's Regional Asset Management Services Project to share knowledge across the South West aimed at improving asset management practices across the region. Ongoing development of Council's Asset Management systems, plans, and processes to ensure effective decision making in infrastructure investment and service delivery.

#### Truck Route

To determine the over dimensional truck route for the Colac Township in consultation with the VicRoads, Council and the community.

#### Apollo Bay Harbour

Undertake upgrade of Main Breakwater utilising Regional Infrastructure Development Funds.

#### Colac Livestock Selling Centre

To determine the appropriate long term development requirements for the Centre to address expectations into the future.

#### Management of Local Ports

The management of Local Ports has been transferred from the Department of Sustainability and Environment (DSE) to the Department of Transport (DOT) with effect from 1 July 2010. The transfer process commenced late in the 2009/10 financial year and was completed by 30 June 2010. DOT aims to manage the ports to a higher standard utilising their expertise in Business Planning and project management. Council has supported the 12 months Draft Management Agreement and signed the new agreement to come into effect from 1 July 2010. A long term management agreement will be negotiated between the two parties during the 12 months term.

#### Parks and Gardens



*Daniel Roberts from our Cosworks team reseeding the Central Reserve oval.*



PHYSICAL INFRASTRUCTURE AND ASSETS

Progress on Council Plan Commitments



2009/2010 Actions completed



2009/2010 Actions behind schedule

Deferred or delayed beyond 2009/2010








Strategy 1 Ensure infrastructure development, renewal and maintenance plans address current and forecast community needs

| Key Actions                                                                                                                                                       | Progress for 2009/10                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Status |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|
| Plan and implement infrastructure projects that transform townships and promote economic development and community strengthening                                  | Council has planned a number of infrastructure projects as part of the development of the 10 year Capital Works and Major Projects forward planning program. This program looks at identifying the highest priority works in townships and the need to construct new works. Part of the forward planning involved the review of footpath programs for Apollo Bay and Colac. Council is in the process of developing strategic footpath networks in these towns which will assist with the transformation of the towns. Other works have included the upgrade of a number of small community halls through Council's Asset Maintenance Program and included Swan Marsh and Lavers Hill Community Halls. |        |
| Review and implement Asset Management Plans to ensure that the level of funding for asset development, maintenance and upgrade meets the community's expectations | An Asset Management Strategy has been prepared to provide the foundation for the preparation and review of Council's Asset Management Plans. This will ensure the consistent preparation of future plans.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |        |
| Develop a 10 year capital works and major projects program according to adopted priorities                                                                        | A 10 year capital works program methodology and system has been developed. The system needs to be finetuned which will occur on an ongoing basis. The project information will continue to be placed within the program.                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |        |
| Review the 10 year capital works and major projects program annually                                                                                              | This is ongoing, and is done in conjunction with the Council Budget development.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |        |

Strategy 2 Implement and manage Colac Otway Shire's Road Management Plan

|                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                     |  |
|-------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| Continue active participation and involvement in the STEP Asset Management Program with the Municipal Association of Victoria | Council continues to be an active participant in the MAV's STEP Asset Management Program. Council is now involved with the South West Region of Councils as part of the Regional Asset Management Services Project which has been developed by the MAV in response to the Federal Government's National Frameworks for financial sustainability and asset planning. |  |
|-------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|

PHYSICAL INFRASTRUCTURE AND ASSETS

| Key Actions                                                                                                        | Progress for 2009/10                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Status                                                                                |
|--------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| In line with the Road Management Act 2004 requirements, review and update Colac Otway Shire's Road Management Plan | Council's revised Road Management Plan was adopted in June 2009 as required under the provisions of the <i>Road Management Act 2004</i> . Performance against the plan is monitored on a continuing basis.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |    |
| Develop a Strategic Footpath Plan for Colac                                                                        | A draft Strategic Footpath Plan has been developed, which will be forwarded to Council for consideration prior to displaying for public comment.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |    |
| Review and implement the Strategic Footpath Plan for Apollo Bay                                                    | The primary network identified in the current strategy has largely been constructed. As such this review will look to further consider community needs. It is anticipated that this review will be presented to Council by October 2010 prior to seeking public comment.                                                                                                                                                                                                                                                                                                                                                                                                                       |    |
| <b>Strategy 3 Manage Council's buildings and facilities in a responsible, safe and sustainable manner</b>          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                       |
| Develop Building Assets Management Plan and implement according to adopted priorities                              | The Draft Building Asset Management Plan will be reviewed in light of the outcomes of Council's Asset Management Strategy and the direction provided by the Federal Government's National asset planning framework.                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |    |
| Develop a Land Rationalisation Program                                                                             | The Land Rationalisation Program will be an outcome of the review of the Asset Management Strategy. A Draft Asset Management Strategy has now been completed and the Land Rationalisation Program is scheduled for completion in the 2013/14 financial year after extensive community consultation.                                                                                                                                                                                                                                                                                                                                                                                            |  |
| Develop a Building Rationalisation Program                                                                         | The Building Rationalisation Program will be an outcome of the review of the Asset Management Strategy. A Draft Asset Management Strategy has now been completed and the Building Rationalisation Program is scheduled for completion in the 2013/14 financial year after extensive community consultation.                                                                                                                                                                                                                                                                                                                                                                                    |  |
| <b>Strategy 4 Improve local and regional transport networks to ensure safety and accessibility</b>                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                       |
| Implement the Transport Linkages program                                                                           | Council has continued to participate in G21 meetings and lobby for a regional transport upgrade, particularly rail services for Colac and the West of Victoria. Council has also continued to lobby for the continued duplication of Princes Highway from Winchelsea to Colac and for an increase in the number of overtaking lanes and upgrades to the Princes Highway network from Colac to the South Australia border. Council has participated in the development of the Great South Coast Regional Strategic Plan which has identified the need to ensure that transport linkages between Colac and regional centres within the Great South Coast and beyond are enhanced and maintained. |  |

PHYSICAL INFRASTRUCTURE AND ASSETS

| Key Actions                                                                                                                                           | Progress for 2009/10                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Status |
|-------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|
| Implement the parts of the G21 Transport Plan relevant to Colac Otway Shire                                                                           | Council has continued to lobby through both the Geelong G21 Group and the Great South Coast Group under strategic planning processes for duplication of the Princes Highway from Winchelsea to Colac and this has been presented to the State Government Interdepartmental Committee for consideration. Council has also continued to strongly advocate for an upgrade to the rail infrastructure and increasing services for Colac and the West.                                                                                                                                                                                                                                                                                                                                                                                                                      | ★      |
| In partnership with regional councils and VicRoads develop and implement a Road Safety Plan and Council approved road safety initiatives              | Council adopted the Road Safety Plan in July 2009. Works have been progressively implemented throughout the year in accordance with the requirement of the Plan.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | ★      |
| Advocate for duplication of the Princes Highway from Winchelsea to Colac                                                                              | Actively advocated through State and Federal politicians as a Council and through G21 and Great South Coast.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | ★      |
| Advocate for further improvements to the Princes Highway from Colac to the South Australian border                                                    | Actively advocated through State and Federal politicians as a Council and through G21 and Great South Coast. No firm commitments have been made.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | ★      |
| In partnership with VicRoads identify options and plan for alternative road access through or around Colac, particularly relating to freight movement | <p>The alternate road access for heavy and over-dimensional vehicles through or around Colac has been identified as a key project and will be undertaken in 2010/11.</p> <p>This project will investigate and identify the options available for alternate road access for Heavy and Over Dimensional Vehicles in Colac. Work will be carried out in conjunction with VicRoads and the intended completion of the duplication of the Princes Highway from Winchelsea to Colac. A key requirement of the project will be to review the road hierarchy system in and around Colac and its impact on the Colac Structure Plan and any key upgrades for alterations that will be required to the existing road networks.</p> <p>It is anticipated that this project will be completed by the end of the 2010/11 financial year after extensive community consultation.</p> | ★      |
| Advocate for improved commuter Rail Services and safe Railway Crossings                                                                               | <p>Council has undertaken extensive advocacy work with both V-Line and VicTrack. This matter has been listed on the G21 Transport Pillar as an issue for Colac Otway Shire. Meetings have taken place with various representatives from VicTrack to address both the need for an increased rail service and the need for increased rail crossing safety.</p> <p>Officers have also been working on a Rail/Road Safety Interface Agreement (SIA) and a progress report was presented to the 22 April 2009 Council meeting where Council resolved to develop the interface agreement. Work will continue to work with VicTrack to develop the Rail Safety Interface Agreement to ensure that Council complies with its statutory obligations.</p>                                                                                                                        | ★      |

PHYSICAL INFRASTRUCTURE AND ASSETS

Strategy 5 Ensure environmental risks are adequately addressed for Council infrastructure works, including impacts of climate change

Implement sound procedures to ensure that environmental constraints are adequately considered in the planning and implementation of Council's infrastructure maintenance activities

Council has appointed an Environmental Officer in the Infrastructure and Services Department to ensure that Council complies with its legislative responsibilities. The officer's role is to review work flow and tasks for major projects and capital works which will impact on the environment and to ensure that Council complies with the necessary Legislative requirements. This will also include a review of maintenance activities in relation to Council's roadside and open space maintenance and construction practices.



Works have been process mapped, and operating procedures have been developed to ensure that Council is operating under Best Practice Guidelines. In addition Council has developed an initial Memorandum of Understanding (MOU) with the Department of Sustainability and Environment (DSE) in relation to maintenance of vegetation along Council's roadsides. This is based on a vegetation maintenance envelope and reporting requirements.

Officers will continue to work with DSE in development of a new MOU over the next 12 months which will clearly outline Council's maintenance responsibilities and to ensure that there is consistent approach between maintenance activities carried out through Council, VicRoads, DSE and other State and Federal Government agencies.

Develop a proposed long term management response to sea level rise for Council assets

The Future Coasts project managed through DSE involves mapping of the coastline and identifying areas which will be impacted on by future sea level rises and until that work is completed, Council will not be in a position to identify the individual assets which will be affected by sea level rise.



This work will be ongoing over a number of years, however, the outcomes of the Future Coasts project will provide guidance from Council as to where to upgrade assets that can be potentially impacted on by future sea level rises

Strategic Indicators for Physical Infrastructure and Assets

| Indicator                                                         | Target 2009/10 | Result 2009/10 | Result |
|-------------------------------------------------------------------|----------------|----------------|--------|
| Achievement of Council Commitments and Key Actions                | 100%           | 95%            | 95%    |
| Percentage of Capital Works expenditure projects completed        | 85%            | 77%            | 91%    |
| Capital Works expenditure actual compared to budgeted expenditure | 85%            | 80%            | 94%    |
| Asset renewal sustainability index                                | 80%            | 88%            | 100%   |

# 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.*

**Land Use and Development** is supported by the continued delivery of a diverse range of services, projects and programs and specific plans and documents

Building Control Services  
Statutory Planning  
Strategic Planning

## LAND USE AND DEVELOPMENT

### Highlights

#### Strategic Planning

Significant progress was made in delivering the Strategic Planning program. A draft Rural Living Strategy has been prepared which reviews the growth potential of the Shire's small towns, along with potential areas for rural residential development. Draft Structure Plans were produced for Forrest and Birregurra and an amendment updated flood mapping, and progress was made in preparing a Car Parking Strategy for Colac and Apollo Bay.

#### Planning Scheme

A four yearly review was undertaken of the effectiveness and performance of the Shire's Planning Scheme, resulting in a range of recommendations as to future strategic planning work that should be undertaken by Council and amendments which may be made to the Scheme that will more effectively deliver local policy directions within the state planning policy framework.

#### Planning and Building Enforcement

There has been a highly integrated approach to planning and building enforcement addressing issues such as illegal buildings, persons residing in sheds, unlawful advertising signs and removal of native vegetation without a permit. This has resulted in some prosecutions in the Magistrates Court and progress resolving long standing non-compliance in some cases.

#### Pools and Spas

An audit of compliance with legislative requirements for fencing of outdoor swimming pools and spas was completed, resulting in significant follow-up compliance work from the Building Services Department. The outcome is that pools and spas in the community are now much safer.

#### Administration

The Statutory Planning unit has been able to reduce Council's reliance on contract staff by developing a stable and experienced team of planning staff, resulting in timely decisions and more consistent decision making/advice. There has been a high success rate of planning officer recommendations being supported by the Victorian Civil and Administrative Tribunal following appeals.

### Disappointments

#### Structure Plans

There was a delay in the preparation of the Rural Living Strategy and Birregurra/Forrest Structure Plan due to the complexity of wildfire and water catchment constraints, and the need to ensure that they take into account any significant changes in policy direction arising from the Bushfire Royal Commission final report.

#### Car Parking Strategy

The delivery of the Colac and Apollo Bay Car Parking Strategy was delayed due to the need identified early in 2009 for additional work to be commissioned concerning future retail growth in the towns as an input to the Strategy, which delayed the consultant's work on the actual Strategy.

#### Landslip Risk

There were difficulties including updated and more accurate landslip risk information into the Planning Scheme through changes to the Erosion Management Overlay due to practical problems associated with the fine grain nature of the maps. Further work has been commissioned to overcome this issue early in 2010/11. The delay is frustrating due to the potential for the overlay changes to reduce planning permit requirements in some areas.

### Challenges Facing the Year Ahead

#### Sea Level Rise

The State Government will release modelling from the Future Coasts project of the anticipated impacts of future sea level rise associated with climate change. This will lead to the introduction of new planning controls over affected areas of the coast. Council will work with State Government and other agencies to formulate appropriate policy responses.

#### Bushfire Royal Commission Report

The Bushfire Royal Commission final report contains several recommendations which will have long lasting impacts on planning policy for settlement in high fire threat areas. The potential impact on future development in towns and settlements in the Otways and coastal hinterland of the Shire is unknown and Council will need to work with State Government in responding to these issues.

**LAND USE AND DEVELOPMENT**

**Building Enforcement**

Council may face a challenge attracting a Municipal Building Surveyor to the vacant position, which despite the use of contract Building Surveyors over the recruitment period, could reduce the Council's capacity to maintain the previous level of building enforcement activity.

**Consultation Forms a Key Part of the Planning Process**

Council planners consult closely with communities throughout the Shire in much of their work, whether it is discussing concerns with applicants and objectors over planning permit applications, or consulting over strategic plans being developed to guide policy development for future decision making.



*Community Meeting at Forrest to discuss a Telstra mobile phone tower proposal*

**Essential Safety Measure Requirements**

Many commercial property owners are unaware of requirements for them to comply with Essential Safety Measure requirements under building legislation. Owners are required to establish maintenance schedules relating to smoke alarms, fire extinguishers, fire exit doors and the like and to have regular inspections by appropriately qualified professionals.

Council is in the process of auditing commercial properties within the Shire to ensure compliance with these requirements, and is focussing on high risk premises such as accommodation (i.e. hotels, bed and breakfasts and motels) and larger scale retail and industrial premises. This risk based approach aims to minimise potential risk to life in the event of a fire.

**Council's Heritage Advisory Service**

Following a Heritage Study undertaken for Council in 2003, controls were introduced in 2008 for individual buildings and precincts with heritage significance. There are now statutory controls that trigger the need for planning permits on many buildings in the Shire to ensure the appropriate consideration of heritage values.

It is often thought that a heritage control means no development can occur to a listed building; however this is not the case. A Heritage Overlay simply identifies the need for a planning permit, and quite often extensions or renovations to a building are permitted without significant change. In some cases, the issues may centre on the use of specific colours or materials, and in other cases demolition of a building is supported.

Council employs a consultant Heritage Adviser to assist in providing a heritage advisory service. Planning officers use the Heritage Adviser to provide advice/comment on heritage related permit applications when making decisions, and will sometimes involve the Adviser in pre-application meetings to ensure that relevant issues are identified early in the process.

Council encourages persons seeking free advice in relation to heritage listed buildings to contact the Planning Department on (03) 5232 9400.



*Council's planning staff reviewing a plan for a building in a heritage precinct of Colac.*



LAND USE AND DEVELOPMENT

Major Projects for the Year Ahead

**Implementation of Significant Strategies**

Several significant strategic planning projects will be considered for adoption by Council in 2010/11 including the Rural Living Strategy and Colac and Apollo Bay Car Parking Strategy, resulting in planning scheme amendments that will result in widespread changes to the Planning Scheme.

**Continued Development of the Web Site**

The Statutory Planning team will continue to build on the stability achieved in 2009/10 by completing improvements to the web site and Planning information sheets, with the aim of improving the quality of planning permit applications, reducing the number of further information requests and further reducing time frames for processing applications.

**Improvements to Planning Processes**

The Planning team will begin implementing process improvements identified through an internal audit of planning processes in 2010. The team will also participate in a newly launched MAV STEP program for Local Government Planning which is aimed at assisting Councils to reach best practice in their planning processes.

*Fast Facts*

**Net Expenditure**

\$1,206,557

**Equivalent Full Time Positions**

12.9

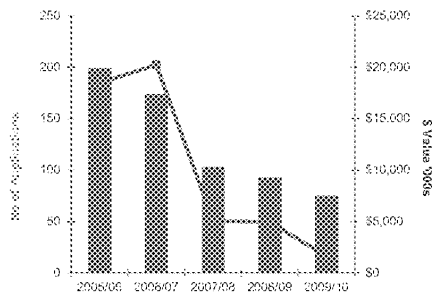
**Key Activities**

- Administering the *Planning and Environment Act 1987* through the Colac Otway Planning Scheme, as well as other related legislation such as the *Subdivision Act 1988*
- Provision of planning advice and property information
- Processing subdivision plans, assessment and decisions on planning permit applications
- Representation of Council at VCAT hearings
- Enforcement of planning permit conditions and Planning Scheme provisions
- Guidance on strategic projects that result in amendments to the Planning Scheme
- Input into State and regional initiatives, and amendments undertaken to rezone land when required
- Review of the Planning Scheme every four years to improve its performance
- Ensure that buildings in the Colac Otway Shire are constructed and maintained to acceptable standards by enforcing compliance by land owners with building legislation and safety standards
- General building advice
- Determining 'report and consents' for variations to siting requirements
- Processing of building permit applications
- Mandatory inspections for approved

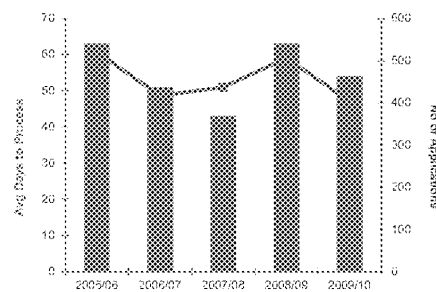
**Service Statistics**

- 506 Planning applications received
- 93 Building applications received (Council applications)
- 19 appeals to VCAT: 12 found in favour of Council, 5 against and 2 withdrawn
- Average of 54 days to process planning applications

Building Applications



Processing of Planning Applications



LAND USE AND DEVELOPMENT

Progress on Council Plan Commitments



2009/2010 Actions completed



2009/2010 Actions behind schedule


Deferred or delayed beyond 2009/2010

Strategy 1: Ensure a partnership approach to land use planning that reflects the needs, values and aspirations of the community



| Key Actions                                                                                                                                                                     | Progress for 2009/10                                                                                                                                                                            | Status |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|
| Prepare an updated residential and industrial land supply analysis for Colac, and seek to have Colac Otway Shire included in the State Government urban land monitoring program | Scoping of the project commenced and application made to Regional Development Victoria for funding. Project will be undertaken as part of the Colac Commercial Strategy in 2010/11.             | ★      |
| Advocate for more detailed mapping of the Erosion Management Overlay by State Government                                                                                        | Improved landslip data prepared by DPI in 2010. Officers working with State Government to produce mapping suitable for inclusion in the Planning Scheme.                                        | ★      |
| Finalise a Rural Living Strategy and implement findings                                                                                                                         | Draft Rural Living Strategy completed and due to be presented to Council for consideration in 2010/11. Delay in finalising draft due to timing of the Bushfire Royal Commission report in July. | ▽      |
| Finalise and implement a car parking study for Colac & Apollo Bay                                                                                                               | Issues and Opportunities paper placed on exhibition early in 2010. Draft Car parking Strategy due to be completed in 2010/11.                                                                   | ▽      |
| Finalise and implement Birregurra and Forrest Structure Plans                                                                                                                   | Draft Structure Plans completed and due to be presented to Council for consideration in 2010/11. Delay in finalising draft due to timing of the Bushfire Royal Commission report in July.       | ▽      |
| Prepare a precinct plan for Elliminyt                                                                                                                                           | Project not funded by Council in 2009/10. Will be considered for funding in 2010/11.                                                                                                            | N/A    |
| Prepare a precinct plan for East Colac                                                                                                                                          | Project not funded by Council in 2009/10. Will be considered for funding in 2010/11.                                                                                                            | N/A    |
| In conjunction with the State Government, and subject to external funding, exhibit a Planning Scheme amendment for the Apollo Bay Harbour Master Plan                           | Part funding received from Tourism Victoria. Council working with other agencies to source balance of funds required to commence the project.                                                   | ★      |

LAND USE AND DEVELOPMENT




Strategy 2: Ensure that responsible planning mechanisms are used to control development in areas potentially affected by climate change

| Key Actions                                                                                                  | Progress for 2009/10                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Status                                                                              |
|--------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
| Work with State Government to develop appropriate planning controls that respond to predicted sea level rise | Working effectively with the Future Coasts Program Group to ensure the Colac Otway Shire coastline is properly considered and that key networks are in place so that Council is kept current with all developments at the earliest possible time. Participated in key workshops, facilitated presentation to a Council workshop and have introduced a process to properly consider the potential impacts of climate change on our coastal environment in relevant planning application assessments. |  |

Strategy 3: Ensure all Council land use plans and strategies are current and responsive

|                                                                                                 |                                                                                                                                                               |                                                                                     |
|-------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
| Undertake a four year review of the Planning Scheme                                             | Planning Scheme Review undertaken and due to be finalised late in 2010.                                                                                       |  |
| Regularly update and improve the Colac Otway Planning Scheme through Planning Scheme amendments | Amendment C58 exhibited to implement the Kennett River, Wye River & Separation Creek Structure Plan. Amendment C12 updating flood mapping adopted by Council. |  |
| Prepare a Commercial Strategy for Colac                                                         | Project not funded by Council in 2009/10. To be undertaken in 2010/11.                                                                                        | N/A                                                                                 |

Strategy 4: Enforce planning and building regulations to meet legislative requirements

|                                                                                                  |                                                                                                                                                                                                                                                                               |                                                                                       |
|--------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| Implement comprehensive monitoring of the Essential Safety legislative requirements              | Inspections of all Council owned buildings completed & maintenance program in place to reach compliance. Program initiated for inspections of high risk private buildings as an ongoing process.                                                                              |  |
| Review practices for monitoring swimming pool fencing                                            | Comprehensive audit undertaken of compliance with swimming pool/ spa fencing requirements through an inspection regime. Officers working with land owners to rectify non-compliance. Audit of aerial photography to ensure that data base reflects all properties with pools. |  |
| Implement mechanisms to improve knowledge of building and planning requirements/responsibilities | Workshops held during the year with stakeholders/regular permit applicants to advise of planning scheme changes and information requirements.                                                                                                                                 |  |

**LAND USE AND DEVELOPMENT**

Strategy 5: Ensure consistent and timely decision making for building and planning applications that meet Council's policy framework

| Key Actions                                                                                                                              | Progress for 2009/10                                                                                                                                    | Status |
|------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|--------|
| Document and continuously improve processes and procedures for assessment and determination of building and planning permit applications | Progress made through 2009/10 in documenting planning and building processes. Procedures in the permit assessment process refined on an on-going basis. |        |
| Prepare and develop a more comprehensive Information Kit on building and planning application requirements                               | Planning and Building Information sheets in the process of being reviewed, and will be finalised in conjunction with the updated web pages.             |        |
| Provide improved access to building and planning information on Council's website                                                        | Web content reviewed, and a revised web page for Planning and Building close to being finalised.                                                        |        |

Strategy 9: Ensure that environmental risks are adequately addressed for new development and land use

|                                                                                                                                                  |                                                                                                                                                                                                                                                  |  |
|--------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| Work with State Government to develop and introduce planning controls that accurately reflect areas known to potentially have acid sulfate soils | Submissions have been made to State Government advocating that improved acid sulphate soils mapping be produced for coastal areas. Have coordinated a multi-agency project that is investigating mapping of inland acid sulphate soils.          |  |
| Appropriately respond to Salinity risks through the Planning Scheme, Building legislation or other mechanisms                                    | Investigated in 2009 how to best respond to salinity risk, resulting in Council resolution to introduce the Salinity Management Overlay. Awaiting revised mapping from the Corangamite Catchment Management Authority before proceeding further. |  |

Strategic Indicators for Land Use and Development

| Indicator                                              | Target 2009/10 | Result 2009/10 | Result |
|--------------------------------------------------------|----------------|----------------|--------|
| Achievement of Council Commitments and Key Actions     | 100%           | 82%            | 82%    |
| Building permits processed within timeframes           | 70%            | N/A            | N/A    |
| Planning permits processed within statutory timeframes | 70%            | 71%            | 100%   |

# Environmental Management

## Objective

*Council will protect and enhance the environment entrusted to us, demonstrate efficient use of natural resources and minimise climate change impacts.*

**Environmental Management** is supported by the continued delivery of a diverse range of services, projects and programs

Environment Education/Promotion  
Environment Planning  
Natural Resource Management  
Sustainability Management  
Transfer Stations/Recycling  
Waste Management

## ENVIRONMENTAL MANAGEMENT

### Highlights

#### Environment Strategy

An Environment Strategy was approved at Council's February 2010 meeting. The approval culminates 12 months of extensive community consultation and input from the community, regional stakeholders, state government agencies and environmental organisations. Council's 2010-2018 Environment Strategy sets ambitious targets for Council's operations, as well as identifying major environmental issues the community wants Council to address on its behalf.

#### Construction of the Apollo Bay Transfer Station

This project will address the longer term recycling and waste requirements in the coastal areas and Otway region. The Transfer Station has been a key community asset that has been several years in the planning. This project will cost approximately \$2.2 million and involves the construction of an administration building, recycling and waste reception facility.

#### Barongarook Creek Elm Removal

Colac Otway Shire Council has undertaken extensive revegetation work along Barongarook Creek following the removal of large stands of mature elm trees near Murray Street. The elm removal is part of an ongoing project to improve the health of the Barongarook Creek and the quality of water discharging into Lake Colac. The work completed this year included the rock beaching of stormwater outlets to reduce the velocity of water as it enters the creek, thus reducing erosion and sediment deposits. Council will carry out an ongoing weed management program to give the newly-planted trees the best opportunity to establish. In a few years the area will look much better and the benefits will be seen through the improved health of the creek and better quality water entering the lake.

### Disappointments

#### Carp Grant Applications

Council has been undertaking a number of measures to try to prevent carp re-infesting Lake Colac. When the lake dried out in 2008 there was a mass carp kill. With the lake still being low there is an opportunity to try to remove carp from the adjoining creeks so that when the lake fills up again the carp cannot re-

establish their population. Council has installed a trap in Barongarook Creek to stop large carp getting into the lake but a more intensive program of removal is required. A grant application was submitted to the State Government for funding but unfortunately the application was not successful. Although this was disappointing the carp in the creek have not yet spawned so a real opportunity still exists to remove the carp if funds can be secured. Council will continue to work with other agencies to try to secure funding to manage the carp in the Lake Colac catchment.

#### Roadside Weeds

The issue of responsibility for roadsides weeds is still under debate. A recently formed working party, comprising members from the State Government, Municipal Association of Victoria and Local Government, has been issued with the task of resolving the matter. Although difficulty has been experienced in establishing a logical, resourced and effective process we remain optimistic and committed to this important issue.

### Challenges Facing the Year Ahead

#### Emergency and Fire Management

The findings of the Bushfire Royal Commission are expected to be released on 30 July 2010. Council will face a significant challenge to firstly understand the implications of the recommendations for Council and secondly to effectively implement the required actions. This challenge relates primarily to fire management but it also has significant implications for the emergency management functions that Council has in a broader sense.

#### Roadside Environmental Management

With over 1,600km of roads that Council is responsible for, it is very challenging to try to effectively manage the environmental elements associated with roadsides. The linear form and the competing priorities of road user and fire safety make roadside vegetation management a very complex task. Council is currently reviewing its Roadside Vegetation Management Plan in order to ensure Council is demonstrating best practice in this area.

#### Implementation of New Waste Bin System

Council is implementing a large scale project to move the current waste collection system to the State accepted best practice of a three-bin

## ENVIRONMENTAL MANAGEMENT

system. The use of bin lid colours consistent with the Australian Standard will make for easier use for residents and visitors to the Shire and will also assist with uniform public education across the region.

#### Transfer Station Relocation and Rehabilitation

Completion of the Apollo Bay Transfer station and relocation from Marengo to be followed up by the rehabilitation of the Marengo transfer station to meet with EPA Guidelines.

#### Environment Strategy



Council's new Environment Strategy sets targets for protecting and enhancing the environment on Council-managed land. The strategy also aims to improve the use of natural resources in Council operations. For example, a target has been set for Council to become carbon neutral by 2016. This demonstrates Council's commitment to tackling climate change and showing leadership to the community on this important issue. The Environment Strategy has an eight year life span, but it will be reviewed after four years to ensure the targets are still considered suitable. Decisions on what actions should be carried out to achieve the targets will be made every two years to ensure they are based on the latest information. The first two-year action plan will be completed in September 2010.

On the Development of the Environment Strategy:

*'Don't be afraid to think big, small groups can achieve great things'*

Simon Pockley, Apollo Bay Resident

## Fast Facts

#### Net Expenditure

\$1,337,398

#### Equivalent Full Time Positions

7.2

#### Key Activities

- Protection and enhancement of environmental assets in the Shire
- Promotion of sustainable use of natural resources
- Strengthening partnerships with key stakeholders
- Building community capacity through environmental education and awareness raising programmes
- Working closely with other business units to achieve multiple benefits from Council programmes
- Organisational Greenhouse footprint tracking and reporting including vehicle fuel consumption, street lighting, energy use and waste
- Waste minimisation programs
- Auditing the water use of Council facilities
- Household kerbside and litter waste collection services (Contracted Service)
- Transportation of waste to regional landfill and recycling facilities (Contracted Service)
- Management of Transfer Station and Landfill (Contracted Service)
- Operation of waste drop-off facilities (Contracted Service)
- Waste education
- Kerbside waste bin inspections
- Organics processing facility (includes sorting and decontamination)

#### Service Statistics

- 2,875 Trees, Grasses and Shrubs planted
- 2,008 tonnes of domestic waste recycled
- Total annual council buildings greenhouse gas emissions reduced by 457 tonnes
- Weed control conducted on 15 Council managed environmental assets and 113 high conservation roadsides.
- Various environmental education events held across the shire including, World Environment Day, Sustainable Homes Tour, Earth Hour, Catch a Carp, National Tree Day, School Tree day, Threatened Species Day and Clean up Australia.



ENVIRONMENTAL MANAGEMENT

The Year Ahead

**Environment Action Plan**

The first two-year action plan will be developed in accordance with the requirements of the recently adopted Environment Strategy. The action plan will set out what will be done to try to achieve the targets set in the strategy. For example, what actions Council commits to undertaking in order to be carbon neutral by 2016, how will Council meet water conservation targets and how council will plan, manage and implement environmentally responsible approaches consistent with the adopted Environment Strategy.

**Barongarook Creek**

Revegetation and weed control works will continue along Barongarook Creek to consolidate on the elm removal that has been carried out over the last two years to help improve the health of the creek. Although it will take a few more years for the revegetation to get established it is believed that with ongoing maintenance the area will be in much better condition from both an amenity and environmental point of view.

**Implementation of the Council Waste Strategy**

A new three-bin system will be introduced to the community based on garbage, recycling and green waste collection and disposal. Rollout of over 18,000 thousand bins will be required and is to commence in September 2010. The new system will bring Colac Otway Shire's waste service up to "Industry Best Practice", in line with other Municipalities throughout Victoria.



*Removal of Carp from Barongarook Creek*

**Water Consumption in Colac Otway Shire**

*Top Five water users in Colac Otway Shire:*

1. Botanic Gardens
2. Colac Livestock Selling Centre (CLSC)
3. Hearn Street Sport and Recreation field (Central Reserve)
4. Memorial Square
5. Imperial football ground

*Water consumption at the 3 major sites (kilolitres)*

| Location        | 2008/09 | 2009/10 | % Change |
|-----------------|---------|---------|----------|
| Botanic Gardens | 33,311  | 27,135  | Down 19% |
| CLSC            | 18,433  | 14,606  | Down 21% |
| Central Reserve | 14,184  | 8,234   | Down 41% |

**Power Generation**

Council has installed two solar electricity systems on the Apollo Bay and Colac Visitor Information Centres (VIC). The total size of the generating system is 5.6kW.

The installation at Apollo Bay VIC was completed at the end of the 2009/10 financial year and is anticipated to meet approximately 10-15% of the building's power requirements.

Over 1 million watts of renewable energy was produced by the Colac VIC in 2009/10, providing approximately 10-15% of the buildings power.



*Wally the Water Skink with Prue Stewart, Lily Smith, Zeb Marwood and Matt Mulheron*

ENVIRONMENTAL MANAGEMENT

Recycling Efforts by our Community

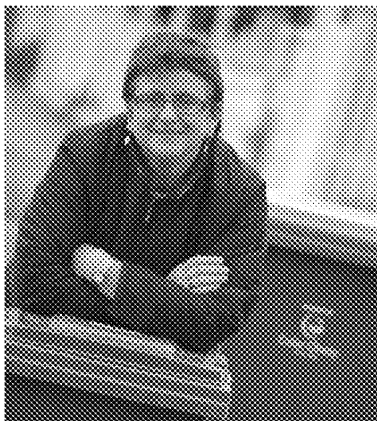
Colac Otway Shire residents recycled almost 2,008 tonnes of waste last year, equating to a saving of 1,200 tonnes of carbon dioxide emissions and 5,400 cubic metres of landfill space.

These figures are based on a statement of average co-mingled recycling volumes for 2009, and a recycling calculator provided by the Department of Environment and Climate Change.

The recycling savings for 2009 were the equivalent of permanently removing 301 cars from the road, or saving 38,000 gigajoules of energy, which equates to 1,766 households' annual electricity requirements.

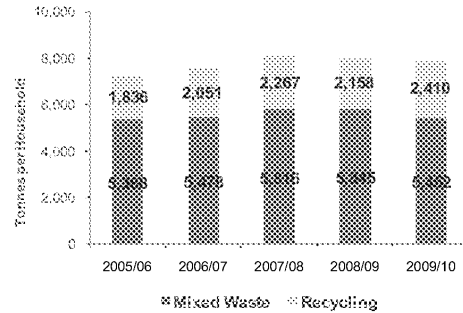
Council's Waste Management Officer Janet Forbes thanked residents for their commitment to recycling, but said there were always areas where we could improve.

*"We want to remind residents that they can recycle a range of items including rinsed cans, tins, aluminium foil, glass bottles and jars including cosmetic jars, and all types of cardboard including cards, envelopes and books. Remember to put your items in loose, as plastic bags are not recyclable in the kerbside collection system."*

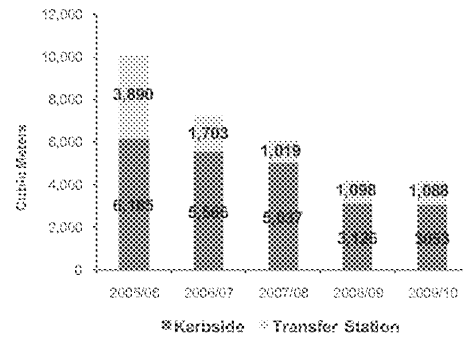


Fast Facts

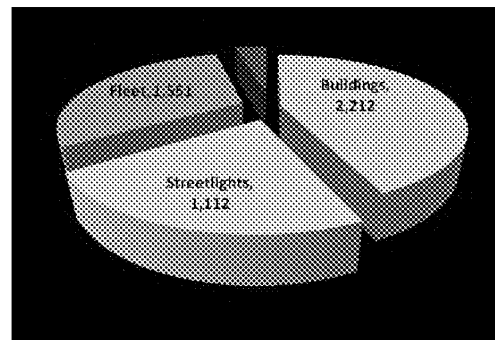
Mixed Waste and Recycling Collection



Green Waste Collected



Total Greenhouse Gas Emissions



Colac Otway Shire's total emissions for 2009/10: 5,075 CO2-e tonnes (calculated by Planet Footprint, ICLEI CCP)

ENVIRONMENTAL MANAGEMENT

Progress on Council Plan Commitments



2009/2010 Actions completed



2009/2010 Actions behind schedule

Deferred or delayed beyond 2009/2010

Strategy 1: Develop a coordinated approach to managing environmental issues across all Council activities



| Key Actions                                                    | Progress for 2009/10                                                                                                                                                                                                                                                                                            | Status |
|----------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|
| Finalise the development of an Environment Strategy            | Council endorsed the Colac Otway Shire Environment Strategy 2010-2018 at the February 2010 Council Meeting. The final version of the strategy has been placed on the Council Website for the public to view and copies have been sent to key stakeholders who were involved in the development of the document. |        |
| Implementation of the Environment Strategy                     | The development of the first two year Environment Action Plan that will guide the implementation of the Environment Strategy commenced in May 2010 and will be completed for adoption by September 2010.                                                                                                        |        |
| Development of annual Action Plans for the Environment Program | When completed the two year Environment Action Plan will provide part of the detail of annual action program for the Environment Unit in 2009/2010.                                                                                                                                                             |        |

Strategy 2: Ensure the protection and enhancement of environmental values on Council owned and managed land




|                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                       |  |
|----------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| Develop and implement action plans to manage the threats to environmental assets on Council managed land | Environmental works undertaken in accordance with management plans for Barongarook Creek, Barongarook Covenant Property, the Marengo Flora Reserve and a number of high conservation Roadsides. The works included strategic weed control and revegetation works.                                                                                                                                                     |  |
| Continue to implement the Lake Colac Management Plan and the Re-vegetation and Weed Control Master Plan  | Environmental works were undertaken along the Barongarook Creek with an additional 2,000 trees, shrubs and grasses being planted in line with the Lake Colac Management Plan. Strategic weed control works were undertaken along Barongarook Creek and along the foreshore of the Lake including Meredith Park. Test sites have been established to evaluate different control methods for Fairy Grass on Lake Colac. |  |

ENVIRONMENTAL MANAGEMENT

Strategy 3: Facilitate the protection and enhancement of environmental values on private land

| Key Actions                                                                                                     | Progress for 2009/10                                                                                                                                                                                                                                                                                                                                                                                                                                            | Status                                                                              |
|-----------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
| Continue to carry out audits of forestry operations on private land                                             | Council contracted external auditors to carry out regular audits on forestry operations on private land. Timber Harvesting Plans have also been assessed for compliance with the code of Practice for Timber Production. Compliance rates are very high. Council is reviewing the Forest Industry Prescriptions for Colac Otway Shire. New prescriptions will be submitted to Council for approval in October 2010.                                             |  |
| Continue to raise the awareness of private landholders on their responsibilities in relation to the environment | Council has been actively advising private landholders of their environmental responsibilities in relation to their own land, neighbouring properties and the adjoining roadsides. The responsibilities are related to local, state and federal regulations. Environment Officers have dealt with many landholders in relation to complex issues associated with vegetation removal and weed management which can be particularly complicated along road sides. |  |

Strategy 4: Minimise environmental impacts and the use of natural resources associated with Council operations

|                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                       |
|--------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| Continue program of works and practices in the Greenhouse Action Plan to reduce Council's carbon footprint               | Council's Sustainability Working Group identified a number of new Greenhouse Action Plan related actions for 2009-10. These included a Solar PV Power System for the Apollo Bay Visitor Information Centre, Skylights for Meeting Room1 in COPACC, and an Earth Hour Event. Ongoing actions included maintaining the Sustainable living Guide on Council's website and organisational greenhouse footprint tracking. |   |
| Continue to implement agreed, viable water saving measures via Council's Sustainable Water Use Plan                      | The Sustainable Water Use Plan has identified actions for four major facilities. Federal funding has been obtained for water conservation at Bluewater Fitness Centre and Central Reserve for completion by December 2010.                                                                                                                                                                                           |  |
| Implementation of the planning scheme and Council processes to manage environmental issues associated with Council works | Updated mapping of biodiversity values in roadsides through the Shire was completed. The mapping has been used to update the information used in assessing impacts of roadside activities such as maintenance and stock grazing by adjoining land owners.                                                                                                                                                            |  |

ENVIRONMENTAL MANAGEMENT

Strategy 5: Promote environmental values in the broader community and work with other stakeholders on managing large scale issues

| Key Actions                                                                                                     | Progress for 2009/10                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Status |
|-----------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|
| Coordinate a range of environmental events across the region                                                    | Environment Officers organised a number of environmental community events including: Earth Hour, National Tree Day, National Threatened Species Day, Catch a Carp Day and Sustainable Homes Tour on World Environment Day. Over 100 people attended the Earth Hour Event held at COPACC and 250 school students were involved in plantings on National Tree Day. Fifty people participated in the Sustainable Homes Tour. Over 600 people were involved in these events. | ★      |
| Promote awareness of environmental issues through various media and forums                                      | The Environment Unit regularly issued media releases that led to articles in local papers and radio broadcasts. The topics included weed control on Lake Colac; fairy grass management and carp trapping along Barongarook Creek. A monthly environment column has also been done in the Colac Herald that has covered many topics including vegetation management and the law, water saving, energy saving and threatened species legislation.                          | ★      |
| Advocate where appropriate community views on environmental issues outside the direct responsibility of Council | Roadside Weeds – extensive dialogue with Department of Sustainability and Environment and Municipal Association of Victoria re: onerous requirements on Local Government in proposed reporting process.<br><br>The Inland Acid Sulphate Soils issue has been raised with key agencies, which has led to a process being developed to investigate and review the matter at a regional level.                                                                              | ★      |
| Encourage energy efficiency including the use of renewable and alternative energy sources                       | Energy efficiency and renewable energy options are promoted to the community and staff through Council's Sustainable Living Guide which was recently upgraded (August 2009) with additional pages and resources relating to rebates and grants available. Solar Panels have been installed on the Colac Visitor Information Centre through funding from Council's Sustainability Action Fund.                                                                            | ★      |

Strategy 6: Minimise, recycle and manage residential waste

|                                                       |                                                                                                                                                                                                                                                                               |   |
|-------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|
| Implement the Landfill Rehabilitation Plan            | Plan revised in line with EPA requirements. Designs being reviewed for both Forrest and Marengo. Ground works have commenced for the Gellibrand Landfill rehabilitation.                                                                                                      | ★ |
| Implementation of the Waste Water Management Strategy | Uptake of sewerage connections in Skenes Creek is nearly completed. Detailed sewerage design for Birragurra is being completed by Barwon Water. A sewerage design system for Wye River and Separation Creek has slowed due to issues regarding treated wastewater management. | ★ |

ENVIRONMENTAL MANAGEMENT

Strategic Indicators for Environmental Management

| Indicator                                          | Target<br>2009/10                                   | Result<br>2009/10                                                                                          | Result |
|----------------------------------------------------|-----------------------------------------------------|------------------------------------------------------------------------------------------------------------|--------|
| Achievement of Council Commitments and Key Actions | 100%                                                | 75%                                                                                                        | 75%    |
| Increased Environmental Sustainability             | Milestone 5 (Cities for Climate Protection Program) | Milestones program now finalised and implementation of mitigation actions being progressively implemented. | 100%   |
|                                                    | Eco Buy Accreditation                               | Accreditation Maintained, annual Ecobuy report submitted and finalist in annual Ecobuy awards              | 100%   |

# Economic Development

## Objective

*Council is committed to facilitating a healthy and resilient economy through effective leadership, advocacy, and partnership.*

**Economic Development** is supported by the continued delivery of a diverse range of services, projects and programs

Business Development  
Economic Development  
Small Town Improvement  
Tourism



## ECONOMIC DEVELOPMENT

### Highlights

#### Tourism Service Agreement

A formal evaluation of the Colac Otway Shire and Otways Tourism Service Agreement was completed. The Agreement provides the resources to enable Otways Tourism Inc. (OT) to independently manage internal marketing and industry development for the Colac Otway Shire. The evaluation found that both Colac Otway Shire and OT have worked consistently, and with purpose, to support and develop the tourism industry in Colac Otway Shire, with the major achievements of OT being:

- Rebranding and reimagining of Otways Tourism
- Partnership Agreement with the Shire's Local Tourism Associations
- Brand Campaign with Surf Coast Tourism
- Prime TV Commercials in partnership with Otway Business Inc.
- Regional Tourism Conference
- Otways in Focus - Photography Competition
- Shire Tour of the Melbourne Cup
- OT Industry Scholarship Program

#### Colac Visitor Information Centre

The internal refurbishment of the Colac Visitor Information Centre was completed. This has modernised the centre, enabling a higher level of visitor service and opened up the space to display more local tourism information, brochures and an increased tourism retail section.

#### Visitors to the Shire

In an increasingly competitive tourism market, the Colac Otway Shire Visitor Information Centres serviced approximately 204,306 visitor enquiries at Colac and the Great Ocean Road Visitor Information Centre (GORVIC) at Apollo Bay. GORVIC has maintained its position as the 5<sup>th</sup> most visited VIC in Victoria

#### Small Town Improvement Program

Completed Small Town Improvements Program projects in:

- Cressy -- Township Entry sign installed on the Northern end of town to match the existing signage on the Western and Southern entrances.
- Birregurra -- New playground installed at Birregurra Park to compliment the redevelopment of the park.

- Barwon Downs -- Stage 2 the redevelopment of the Old School Ground park area. This included landscaping, connection of power supply to history centre and pathways.
- Lavers Hill -- Commenced upgrade to Lavers Hill Hall kitchen and supper room.
- Skenes Creek -- Engaged local community to commence township Master Planning.
- Coastal Townships -- installed entrance signage at Wye River, Separation Creek and Kennett River.

#### Community Consultation

Engaged with local communities in Gellibrand, Cressy and Carlisle River Township to review township Master Plans and local priority projects.

#### Industry Advisory Workforce Committee

initiated a Colac Otway Shire Industry Advisory Committee to advise:

- Council on the changing skill needs nationally and within Colac Otway Shire
- The Board of the Colac Otway Vocational Education Cluster (COVEC) on local training needs and on the development of a Trade Training Centre (TTC) proposal for funding
- Regional Development Victoria on local and regional workforce development issues
- The State Government in the longstanding need for local access to post compulsory skills training and tertiary education in Colac

#### Grants

Achieved \$2,914,799 in State and Federal Government grants. The grants support infrastructure development, community leadership, business development, strategic planning and recreation. This reduces the need to fund local infrastructure from Council rates.

#### New 'Green' Industry

Facilitated a \$1.5m State Government grant to a Colac Power Company to establish a biogas plant in Colac that will process organic industrial waste to create a methane rich gas (Biogas) used in the production of electricity, heat and organic fertiliser (as a by-product).

#### Business Development

implemented a Business Development Program including:

- 'On the Front Foot for Business', a series of eight business development and networking

**ECONOMIC DEVELOPMENT**

- events, and The Working Women's Network, a monthly informal gathering for professional development and networking
- A range of State and Federal Government local events including the Small Business Victoria Mobile Van for one-on-one business mentoring sessions and the eZeOnline sessions to provide information on cost effective website development for business.

**Disappointments**

**Apollo Bay Harbour Precinct Master Plan**  
 The Plan has not progressed as Council has been unable to attract the balance of funding necessary to complete the Planning Scheme Amendment so that the Master Plan can be incorporated into the Colac Otway Shire Planning Scheme. Council has received \$160,000 from Tourism Victoria and is in discussion with the State Government on a further grant.

**Colac Central Activities Master Plan**  
 The Plan has not progressed as Council has been unable to attract the State Government funding to match the \$75,000 Council has budgeted for the project. It is expected that the matching funds will be achieved in 2010/11.

**Climate Change**  
 Action on a coordinated local business response to climate change has been delayed by the lack of a definite Federal Government policy on the once proposed Carbon Pollution Reduction Scheme (CPRS) and the Emissions Trading Scheme (ETS).



*Council's Economic Development Unit works with business, community and government partners to help develop a sustainable local economy.*

**Fast Facts**

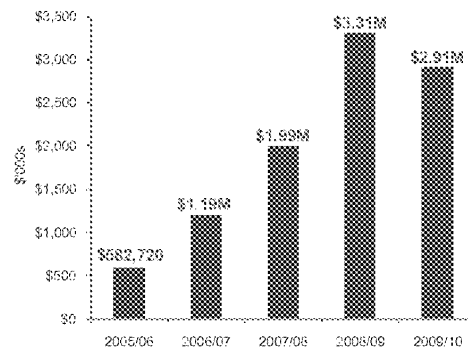
**Net Expenditure**  
 \$920,852

**Equivalent Full-time Positions**  
 12.5

- Key Functions**
- Work with business, government and community partners to help develop a sustainable local economy
  - Supporting local business development
  - Providing services for tourism to encourage them to stay longer in our region and spend more locally to support local business and the community
  - Delivering capital works projects that have a direct impact on economic development
  - Promoting investment in local communities
  - Developing and implementing local Township Master Plans and implementing local priorities through the Small Town Improvement Program

- Service Statistics**
- 204,306 walk-in visitor enquiries serviced and answered 26,061 phone enquiries at the Colac and Great Ocean Road Visitor Information Centres. Both Centres maintained Level 2 accreditation
  - 6 Small Town Improvement Program projects undertaken, valued at \$80,000
  - 222 people attended local business development forums

**Grants Received from Government Sources**



**ECONOMIC DEVELOPMENT**

**Challenges Facing the Year Ahead**

**Local Industry Needs**

Responding to the regional skills and labour shortage to assist local industry and to build a stronger local community.

**Facilitating Business**

Facilitation of business investment into Colac Otway Shire to provide jobs for the future and attract people to live in the Shire.

**Regional Tourism Action Plan**

Participation in the implementation of the State Government Regional Tourism Action Plan that will restructure regional tourism.

**Major Projects for the Year Ahead**

**Economic Development Action Agenda**

Working with our business community and education providers to ensure the effective delivery of Council's Economic Development Action Agenda.

**Shaping the Future**

Partnership with the State Government to deliver funding into the Shire through the 'Ready for Tomorrow' -- Blueprint for regional and Rural Victoria.

**Colac Marketing Strategy**

Development of a Colac Marketing Strategy, focusing on attracting people to live in Colac Otway Shire.

**Education and Training**

Participation on the board of Colac Otway Vocational Education Cluster (COVEC) if funding granted, to establish a Colac Trade Training Centre.



*Ros Mainland and Abigail Upson on the Forrest Tiger Rail Trail*



*Mick Swanson and Hannah White, Murray Street, Colac*






*Raquel Trotter from Ray Croft, Colac*





*Colac Visitor Information Centre volunteers Stuart Currie, Brendon Stahl and Maureen Stahl*

ECONOMIC DEVELOPMENT


Progress on Council Plan Commitments

-  2009/2010 Actions completed
-  2009/2010 Actions behind schedule
-  Deferred or delayed beyond 2009/2010


Strategy 1: Support the development of a diverse, skilled and capable workforce

| Key Actions                                                                                                                                     | Progress for 2009/10                                                                                                                                                                                                                                                                                                                                                                   | Status                                                                              |
|-------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
| Work with industry sectors on strategic workforce planning initiatives, including training and education                                        | Facilitated the employment of six cadets with three local businesses under the Regional Development Victoria Cadetship Program. Initiated the Colac Otway Shire Industry Advisory Committee. Conducted a local Skills and Labour Shortage Survey. Participated on the board of Colac Otway Vocational Education Cluster (COVEC) of Schools to apply for Trade Training Centre funding. |  |
| Participate in local and regional task groups to improve access to vocational education and training and post compulsory education and training | Participated on the Steering Committee of the Great South Coast Workforce Development Strategy. Strategy completed. The key focus will be on improving the cooperative arrangements with local businesses to develop industry skills training.                                                                                                                                         |  |

Strategy 2: Work with business to recognise growth potential from climate change and renewable energy initiatives

|                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                     |                                                                                       |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| 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 | Deferred until the Federal government finalises its policy on carbon trading as a method of reducing green house gas emissions.                                                                                                                                     | N/A                                                                                   |
| Encourage and promote renewable and alternative energy opportunities for the Colac Otway Shire                                                                                                                                      | Facilitated a regional Wind Farm Forum attended by regional Local governments, State government departments and industry representatives. Assisted a local power company to gain \$1.5m grant from Regional Development Victoria to establish a local Biogas Plant. |  |

Strategy 3: Support local business to develop and succeed

|                                                                                                        |                                                                               |                                                                                       |
|--------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| Implement new business support and facilitation services that make it easy to do business in the Shire | Streamlined the Business Guide to better link it to web-based resources.      |  |
| Enhance Colac's regional service centre status through the development of a marketing strategy         | Deferred until 2010/11 financial year as unable to attract necessary funding. | N/A                                                                                   |

## ECONOMIC DEVELOPMENT

| Key Actions                                                                                                                                                                      | Progress for 2009/10                                                                                                                                                                                             | Status |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|
| Develop a Master Plan to support the redevelopment of the Coliac Central Business District streetscape including traffic management, parking and the Memorial Square             | Deferred until 2010/11 financial year, awaiting matching funding from the State government.                                                                                                                      | N/A    |
| Continue to provide world standard tourism support services                                                                                                                      | The Coliac and Great Ocean Road Apollo Visitor Information Centres recorded a combined total of over 200,000 visitors. Both centres achieved accreditation under the Australian Tourism Accreditation Program    | ★      |
| Implement Business Development training programs, networking events and Business Awards                                                                                          | Initiated the Women's Networking Group. Developed the 'On the Front Foot for Business' events. Sponsored the Otway Business Inc. Business Awards. Implemented the annual Business Breakfast.                     | ★      |
| Provide on line information for customers and potential investors to access businesses in the Shire                                                                              | Redeveloped the Economic Development pages on Council's website and the on line business database.                                                                                                               | ★      |
| <b>Strategy 4: Lead, support and/or participate in regional and local development networks and partnerships</b>                                                                  |                                                                                                                                                                                                                  |        |
| 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          | Deferred until the 2010/11 financial year when discussions will take place with Parks Victoria on the Great Otway National Park/Otway Forest Park management plans.                                              | ■      |
| Promote and encourage the development of infrastructure to support Lake Coliac tourism and community use                                                                         | In partnership with Council's Environment Unit, completed the cleanup of the Lake Coliac Barongarook Creek corridor link, which included the removal of noxious weeds and trees at the Coliac Apex Park.         | ★      |
| Support local business associations such as Otway Business Inc, Apollo Bay Chamber of Commerce and Tourism                                                                       | Participated in Otway Business Inc, Apollo Bay Chamber of Commerce and Otways Tourism meetings. Developed supporting events and programs such as 'On the Front Foot for Business' mentioned above in Strategy 3. | ★      |
| <b>Strategy 5 Participate in regional and Shire based marketing and promotion initiatives designed to promote "brand awareness" of Coliac Otways and Great Ocean Road region</b> |                                                                                                                                                                                                                  |        |
| Promote the Shire's strengths and competitive advantages to attract new investment                                                                                               | Discussions held with potential investors on development opportunities. Redeveloped the Economic Development pages on Council's website. Completed the plan to create a Coliac marketing strategy.               | ★      |
| Identify the capacity, demand and rating of accommodation in Coliac including the attraction of a high end quality star hotel                                                    | Undertook investigation of accommodation investment opportunities with major hotel chains.                                                                                                                       | ★      |

ECONOMIC DEVELOPMENT

| Key Actions                                                                                                                                                                                      | Progress for 2009/10                                                                                                                                                                                                                                                                                                              | Status |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|
| 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 | Developed a calendar of business events. Actively pursued business investment opportunities in retail, accommodation and manufacturing. Investigated the hosting of industry forums that will be held in 2010/11.                                                                                                                 | ★      |
| 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                          | Completed the redevelopment of the Colac Visitor Information Centre. The modernisation of the building will facilitate a higher level of visitor services and display more local visitor brochures and retail products. Provided funding to Otways Tourism to employ an Executive Officer for marketing and industry development. | ★      |
| <b>Strategy 6: Facilitate the development of infrastructure for business investment, growth and liveability</b>                                                                                  |                                                                                                                                                                                                                                                                                                                                   |        |
| Support the Apollo Bay Harbor Precinct development                                                                                                                                               | Discussions held with State government departments and part funds committed.                                                                                                                                                                                                                                                      | ★      |
| Undertake streetscape planning for Apollo Bay to integrate with the proposed harbor development                                                                                                  | Deferred until funding available.                                                                                                                                                                                                                                                                                                 | N/A    |
| Develop small town/community capability by providing infrastructure and resources, including continued support for the Small Town Improvement Program                                            | \$80,000 allocated in 2009/10 Council Budget. Completed projects in Barwon Downs, Birregurra, Beac and Forrest. Developed a new Master Plan for Skenes Creek.                                                                                                                                                                     | ★      |
| Develop a strategy to establish a mini technology/business facility in Apollo Bay to service local knowledge based and visitor requirements                                                      | Deferred until 2011/12 financial year due to the rapidly changing nature of consumer demand for on-line services, which may render this action obsolete.                                                                                                                                                                          | N/A    |
| Lobby for improved telecommunications in the Colac Otway Shire for broadband and mobile coverage                                                                                                 | Successfully lobbied Telstra for improved coverage in the township of Gellibrand and its surrounds                                                                                                                                                                                                                                | ★      |
| <b>Strategy 7: Work in partnership with business, industry groups, government and agencies on sustainable economic growth</b>                                                                    |                                                                                                                                                                                                                                                                                                                                   |        |
| Develop improved educative material on Council policy and practices to assist business with development proposals                                                                                | Initial research conducted. To be completed in the 2010/11 financial year.                                                                                                                                                                                                                                                        | ▽      |
| Review business attraction and local business development policies                                                                                                                               | Completed.                                                                                                                                                                                                                                                                                                                        | ★      |

ECONOMIC DEVELOPMENT

Strategic Indicators for Economic Development

| Indicator                                                | Target<br>2009/10 | Result<br>2009/10 | Result |
|----------------------------------------------------------|-------------------|-------------------|--------|
| Achievement of Council Commitments and Key Actions       | 100%              | 88%               | 89%    |
| Completion of Master Plan priorities for all small towns | 80%               | 75%               | 94%    |

# 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.*

**Community Health and Wellbeing** is supported by the continued delivery of a diverse range of services, projects and programs

Aged & Disability Services  
 Bluewater Fitness Centre (BWFC)  
 Colac Otway Performing Arts and Cultural Centre (COPACC)  
 Community Transport  
 Economic Development (part)  
 Environmental Health Services  
 Family and Children's Services  
 Festivals and Events  
 Immunisation Services  
 Maternal & Child Health Services  
 Health & Wellbeing Alliances Public Health planning  
 Recreation, culture planning, services and centres  
 Rural Access  
 Transport Connections  
 Youth Services

## COMMUNITY HEALTH AND WELLBEING

### Highlights

#### Emergency Relief and Recovery

Emergency Relief and Recovery planning and preparation has included staff training, relief centre exercises, preparation of plans, development of partnerships, working with CFA on vulnerable community issues, working with the CFA on the tourism industry and their emergency preparedness and having conversations with some communities (led by DSE) in the Otways on understanding, planning and preparing for fire.

#### Access, Equity and Inclusion

The program, *IT 4 People with Disabilities*, developed to foster opportunities for social participation and connections, was highly successful. Sessions were offered during the day, in the evening and at weekends and focussed on Internet teaching, along with the use of email, YouTube and Facebook. An award celebration was held in June 2010 to recognise the 22 participants. 20 people developed competencies to teach, with six actively using these competencies in the project. The program (funded by Vicnet, a Division of the State Library of Victoria) was a Council lead partnership with Colac Otway Disability Accommodation, Otway Community College, Glastonbury Child and Family Services, Colac Neighbourhood House and Community Hub Inc.

#### Transport Connections

The introduction of a low floor City Bus to provide easy access for passengers with wheelchairs, prams and shopping buggies was a result of the continuing success of the Transport Connections Project. Five service proposal trials were submitted to the Department of Transport and \$921,129 was expended to improve public transport in the Shire. The Transport Connections Project is a State government initiative to improve community connectedness.

#### Bluewater Fitness Centre

Improvements to the Bluewater Fitness Centre Stadium were completed further to funding secured through the Federal Government stimulus package. Works included improvements to the roof to provide better management of rain water, new air handling systems, internal and external painting, updated

change rooms and the development of a new dry program room.

#### Capital Works Projects

Capital works projects completed include the development of the Birregurra Skatepark, redevelopment of the Eastern Reserve Netball Facilities, Colac Lake Oval, Birregurra Town Park Playground and Open Space and conversion of the Birregurra Lawn Bowls to a synthetic surface. These projects were made possible with funding provided by State government, Council and the respective clubs and associations.

#### Beechy Precinct Joint Use Library

The construction of the Beechy Precinct Joint Use Library (Colac Community Library and Learning Centre) has progressed, with completion of construction expected late September 2010. The new library is a state-of-the-art facility that will incorporate a toy library, community meeting space, and computer and internet hub. A Joint Use Committee of the Library has been established and includes community representatives.

#### Regional Trails Master Plan

The Barwon South West Regional Trails Master Plan was completed. The master plan will continue to steer the future planning, development, management, maintenance and marketing of the trails throughout the region.

#### Senior Citizens

The partnership between Environment Victoria - Eco Wise and Colac Otway Shire was most successful with over 60 seniors across the Shire attending all 8 information and training sessions on environmental sustainability within and around the home.

#### Old Beechy Rail Trail

Significant funding was secured to undertake improvements and further development of the Old Beechy Rail Trail, which will remove the on-road sections to off-road, improve directional and heritage signage and improve amenities such as bike storage.

#### Heatwave Planning

The Heatwave Plan was adopted by Council. The plan provides information on the need to prepare for heatwave and actions that can be implemented to support the community in their planning to stay safe during a heatwave.

COMMUNITY HEALTH AND WELLBEING

*Fast Facts*

**Disappointments**

**Central Reserve Main Oval**

Unsuccessful in securing funding for the proposed redevelopment of the Central Reserve Main Oval.

**Tennis Facilities Plan**

Competing priorities resulted in not all objectives being met, including strategic planning to update the Tennis Facilities Plan.

**Delays to Sewerage Project**

A sewerage design for Wye River and Separation Creek is yet to be completed due to limitations for the management of treated waste water. Discussions and approval from relevant authorities and the local communities will need to be completed before a final decision can be made.

**Community Aged Care Packages**

Council was unsuccessful in an application for gaining further Community Aged Care Packages (CACF) for 2010.

**Challenges Facing the Year Ahead**

**Project Delivery**

Meeting the delivery of projects on time and on budget.

**Proposed Sewerage System**

A way forward needs to be found to continue work on the proposed Wye River and Separation Creek sewerage system.

**Emergency Relief**

Planning for Emergency Relief and Recovery will continue at an elevated level over the next 12 months to further develop, implement and train staff for local, state and other needs identified in the Royal Commission recommendations.

**Transport Connections**

Developing the local partnerships between health services, education and training providers, bus and taxi operators, local and State government and community members over the next three years of Transport Connections Phase 3.

**Net Expenditure**

\$3,690,254

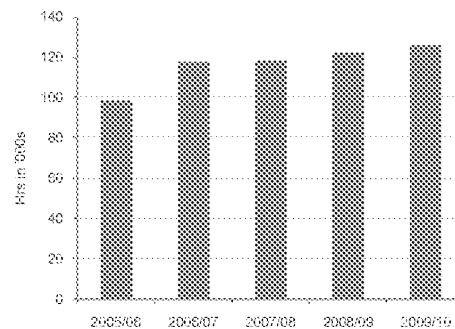
**Equivalent Full Time Positions**

62.3

**Key Activities**

- Provision of services and facilities that promote and support a broad range of options for recreation, arts, events, health and fitness in partnership with the community and various key stakeholders
- Provide assessment, care management, maintenance and support services for frail older people, younger people with moderate to severe disabilities, and their carers
- Support for families with children aged from birth to 6 years of age
- Home visiting to families in need
- Developmental assessments of children
- Appropriate referrals and the provision of information and parent education
- Planning for current and future early years services
- Assisting with the needs of migrant and refugee families
- Coordinating quality care for children from birth to twelve years in the homes of Carers who contract their services to Council
- Inspection of food premises
- Investigation of health related issues such as septic tanks and water discharge
- Enforcement of EPA guidelines
- Immunisation services
- Investigation of reports of infectious disease outbreaks for the origin of the disease
- Emergency planning for a public health response
- Public health promotion and education

Family Day Care Hours Provided



COMMUNITY HEALTH AND WELLBEING

The Year Ahead

**Strategic Review**

Establish formal reviews of the three key strategies within the Recreation, Arts & Culture Unit to determine their status and future planning approaches for community recreation, events, arts and culture.

**Facility Plans**

Determine priority sport and recreation facility specific plans to be undertaken.

**Event Attraction**

Review new event opportunities within the Shire to further attract new opportunities, participation and visitation.

**Capital Works**

Completion of capital works as funded.

**Emergency Relief**

Continue to develop Emergency Relief and Recovery planning and preparation.

**Meeting Place Redevelopment**

Finalise 'The Meeting Place' redevelopment and implement innovative and high quality respite services for residents and visitors to Colac Otway.

**Kanyana Redevelopment**

Completion of the Kanyana redevelopment and a launch with all of its user groups.

**Transport Connections**

Funding approved for Phase 3 Transport Connections Project, 1 January 2011 - 30 June 2013.

**Home and Community Care**

The Active Service Model for Home & Community Care Clients (HACC) to be developed and introduced to current and future consumers.

**HACC Re-accreditation**

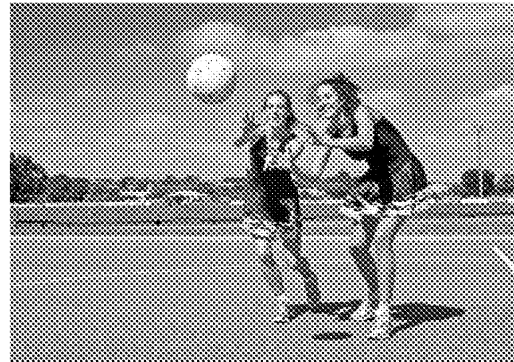
Re-accreditation assessment for HACC services will be undertaken, with a focus on new assessment and privacy guidelines.

**Apollo Bay Library and Community facility**

Further discussions will be held with Otway Health and Community Services to further develop library services in Apollo Bay



Gayle Tierney MP launching the Apollo Bay to Colac bus service, a Transport Connections Project



Colac Tigers netballers at Central Reserve



Fast tracking in the Otway Odyssey

COMMUNITY HEALTH AND WELLBEING

*Fast Facts*

**The Meeting Place**

The Meeting Place respite program for people with disabilities is undergoing redevelopment. Conversations have been held with parents, carers, participants and service agencies to develop the best model for promoting increased community participation and social inclusion for participants. An exciting and responsive range of activities and support services are being developed for 2010/11.



The Meeting Place's Antz Pantz theatre group performed their original production *Animal Complaints* at the "Having a Say" Conference; a three-day event and Australia's biggest national disability conference. The play contained a call to action for the community to make a stand and speak up for animals.

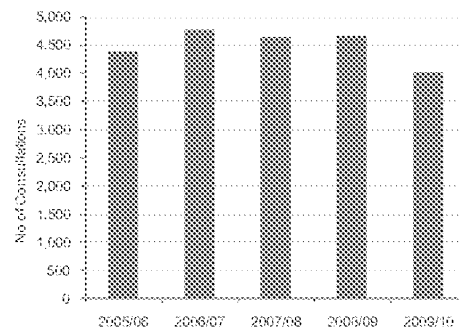


Jack Fletcher and Community Care Worker Kylie Carew

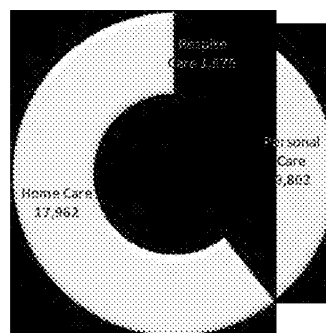
**Service Statistics**

- 35 community events delivered
- 53,110 attendances at events
- 5 FReeZA events delivered, with attendances of 1,930
- 962 events were held at COPACC attracting in excess of 45,590 people
- 19 exhibitions conducted in the COPACC foyer
- 602 Bluewater Fitness Centre memberships sold, with 28,317 member visits
- 1,213 attended the Learn to Swim program
- 6,185 community transports provided for the aged and disabled
- 1,368 hours of home maintenance provided
- 412 children registered for Family Day Care
- 255 birth notifications
- 4,910 immunisations given
- 379 premises and other outlets selling food
- 1,043 food safety inspections undertaken

**Maternal and Child Health Consultations**



**Hours of Aged Care Support**



COMMUNITY HEALTH AND WELLBEING

Progress on Council Plan Commitments



2009/2010 Actions completed



2009/2010 Actions behind schedule

Deferred or delayed beyond 2009/2010

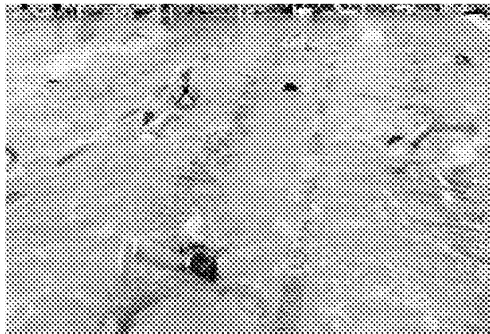
Strategy 1: Provide, facilitate or advocate for a range of health, recreation, community services and facilities

| Key Actions                                                                                                                                                                                                                                                                              | Progress for 2009/10                                                                                                                                                                                                                                                                                            | Status |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|
| Develop a 10 year upgrade works program for Colac Otway Performing Arts and Cultural Centre                                                                                                                                                                                              | Contributed to the development of the Shire's Assets Strategy led by Council's Infrastructure Unit which will result in a 10 year upgrade and capital works program for the Centre.                                                                                                                             |        |
| Develop a 10 year capital upgrade works program for Blue Water Fitness Centre                                                                                                                                                                                                            | Contributed to the development of the Shire's Assets Strategy led by Council's Infrastructure Unit which will result in a 10 year upgrade and capital works program for the Bluewater Fitness Centre.                                                                                                           |        |
| 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                                                                        | Contributed to the development of the Shire's Assets Strategy led by Council's Infrastructure Unit which will result in a 10 year upgrade and capital works program for Council owned sport and recreation facilities.                                                                                          |        |
| 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 | This year the construction of the joint use library commenced and is expected to be operational in October 2010. Redevelopment of the multi-purpose fields at Central Reserve was completed. Improvements to the Bluewater Fitness Centre Stadium were completed further to federal government funding secured. |        |
| Review and reconsider the recommendations from the "Apollo Bay Library and Facility Development Project"                                                                                                                                                                                 | Council agreed that the preferred option for Apollo Bay is to develop a community facility at the Otway Health site that incorporates a library and the Neighbourhood House to provide improved community facilities.                                                                                           |        |
| Review and implement the Council Community Grants Program guidelines                                                                                                                                                                                                                     | Completed a review of the 2009/10 program to ensure the program is broadly accessible to the community, with clear criteria and guidelines. The 2010/11 program was implemented.                                                                                                                                |        |
| Implement Council's Recreation Strategy                                                                                                                                                                                                                                                  | Continued to implement the Recreation Strategy specifically the commencement of a ten year recreation facility capital works and maintenance program, development of a draft fees and charges policy including user agreements.                                                                                 |        |
| Develop an Open Space Strategy                                                                                                                                                                                                                                                           | A project brief was developed with input from various Council Units and external project partners. Funding has been secured from external project partners to undertake the Open Space Strategy.                                                                                                                |        |
| Develop a Bicycle Strategy                                                                                                                                                                                                                                                               | To be considered further to the completion of the Open Space Strategy and reviewed Recreation Strategy.                                                                                                                                                                                                         |        |

COMMUNITY HEALTH AND WELLBEING



Reading at the Colac Library



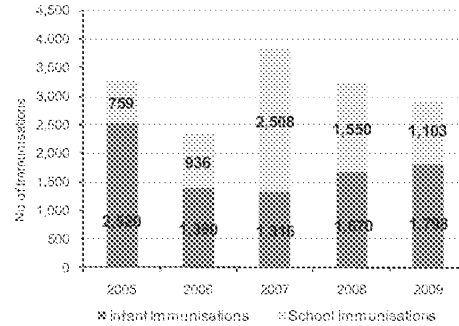
Busy morning at the Bluewater Fitness Centre



Apollo Bay Music Festival street parade

Fast Facts

Immunisation Services Provided

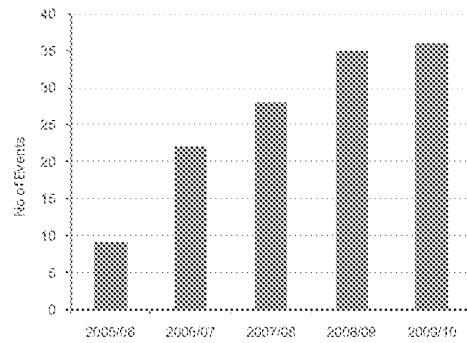


Figures are for the calendar year

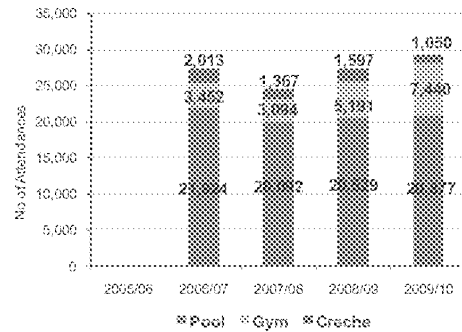
Increase in 2005 infant immunisations resulted from the introduction of the Rotavirus program.

Increase in 2007 & 2008 school immunisations influenced by the cervical cancer protection vaccine program for females in secondary schools. The program has now dropped back to year 7 girls only.

Events Undergoing the Risk Management Process



Attendances at Bluewater Fitness Centre



Data unavailable in these categories prior to 2006/07

COMMUNITY HEALTH AND WELLBEING

Strategy 2: Promote and facilitate cultural and community events throughout the municipality

|                                                                                                            |                                                                                                                                                                                                                                            |   |
|------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|
| Implement the Arts and Cultural Strategy                                                                   | Ongoing specifically contribution to the maintenance of the Apollo Bay foreshore sculptures.                                                                                                                                               | ★ |
| Implement the Festival and Events Strategy                                                                 | Ongoing specifically provided training opportunities for community members and event organisers, produced and distributed three calendar of events and participated in community consultation through local and regional tourism networks. | ★ |
| Work with event organisers and community groups to develop a broad range of community festivals and events | Ongoing (refer above).                                                                                                                                                                                                                     | ★ |

Strategy 3: Adopt a partnership approach to addressing the current and future health and wellbeing needs of the community

|                                                        |                                                                                                                                                                                                 |   |
|--------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|
| Implement and promote the Municipal Public Health Plan | The State Government has replaced the Municipal Public Health Plan with the Public Health & Wellbeing Plan. This new Plan is in preparation and will be presented to Council in September 2010. | ▽ |
| Implement the Positive Ageing Strategy                 | Ongoing actions include completion of climate change programme. An agreed plan for the redevelopment of Kanyana.                                                                                | ★ |
| Develop and implement an Early Years Plan              | Draft Plan has been developed in consultation with stakeholders.                                                                                                                                | ■ |
| Develop and implement an Access and Inclusion Plan     | Draft Plan has been developed in consultation with stakeholders.                                                                                                                                | ■ |

Strategy 4: Support local communities to develop, grow and be great places to live

|                                                                                                              |                                                                                                                                                                                                                      |   |
|--------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|
| Implement the Transport Connections Strategy                                                                 | Phase 2 of Transport Connections is on schedule. This will be completed in December 2010. Bus service trials now link 14 isolated communities to medical and retail services and summer beach or trail destinations. | ★ |
| Liaise with local Real Estate Industry to monitor the local market and encourage diversity in housing choice | Quarterly meeting with local real estate companies.                                                                                                                                                                  | ★ |
| Participate in local and regional Affordable Housing task groups                                             | Participated as required.                                                                                                                                                                                            | ★ |
| Work with Developers to create liveable, affordable and sustainable housing                                  | Planning and Economic Development staff have worked closely with a number of affordable housing providers concerning the provision of low cost housing on various development sites.                                 | ★ |



COMMUNITY HEALTH AND WELLBEING

Strategic Indicators for Community Health and Wellbeing

| Indicator                                             | Target<br>2009/10 | Result<br>2009/10 | Result |
|-------------------------------------------------------|-------------------|-------------------|--------|
| Achievement of Council Commitments and Key Actions    | 100%              | 65%               | 65%    |
| Community satisfaction with Health and Human Services | 77%               | 72%               | 94%    |
| Community satisfaction with Recreational Facilities   | 66%               | 52%               | 79%    |

## CORPORATE GOVERNANCE

## Corporate Governance

Good governance requires Council to operate within the spirit and intent of the legislation outlining its powers, support open and transparent decision-making processes, establish effective frameworks for planning, monitor the efficiency and effectiveness of operations and engage with and advocate for our community as partners in the ongoing growth and development of Colac Otway Shire as the place of choice to live.

### Council's Role

As a statutory body Colac Otway Shire is one of 79 Victorian Councils that derives its role, powers and functions primarily from the *Local Government Act 1989*.

Under the Act:

1. *A council is elected to provide leadership for the good governance of the municipal district and the local community.*
2. *The role of a council includes:*
  - a. *Acting as a representative government by taking into account the diverse needs of the local community in decision making;*
  - b. *Providing leadership by establishing strategic objectives and monitoring their achievement;*
  - c. *Maintaining the viability of the Council by ensuring that resources are managed in a responsible and accountable manner;*
  - d. *Advocating the interests of the local community to other communities and governments;*
  - e. *Acting as a responsible partner in government by taking into account the needs of other communities; and*
  - f. *Fostering community cohesion and encouraging active participation in civic life.*

Colac Otway Shire performs this role by setting the strategic direction of the municipality, establishing and guiding policies, setting service delivery standards and monitoring the performance of the organisation on behalf of our community.

### Council Plan Framework

The Council Plan is the key strategic document guiding the direction of the Council for its elected term. Colac Otway Shire's Council Plan 2009-2013 was produced after a comprehensive process that included extensive strategic research on the key drivers and trends impacting the current and future growth and welfare of our community, inputs from Councillors and Council staff, community consultation and consideration of statutory and contractual requirements. The new Council Plan came into effect on 1 July 2009 and can be viewed on Council's website at [www.colacotway.vic.gov.au/Page/page.asp?Page\\_id=457&t=0](http://www.colacotway.vic.gov.au/Page/page.asp?Page_id=457&t=0)

The 2009/10 Annual Report is reporting against the first year of the 2009-2013 Council Plan. The Council Plan has six Key Result Areas guiding the growth and development of our municipality and these are:

- Leadership and Governance
- Physical Infrastructure and Assets
- Land Use and Development
- Environmental Management
- Economic Development
- Community Health and Wellbeing

## CORPORATE GOVERNANCE

## Decision Making

Council decisions are made in one of two ways:

1. By resolution at Council meetings and Special Committees of Council.
2. By Council officers under delegated authority.

Most decisions of an operational nature have been delegated to officers through the Chief Executive Officer (CEO). This system recognises the CEO's responsibility under the Local Government Act in managing the day-to-day operations of the organisation.

## Conflict of Interest

Following the changes to the Local Government Act relating to Conflict of Interest and Assemblies of Council, information was provided to Councillors on the new provisions under the Act.

A copy of the publication *Conflict of Interest in Local Government*, published by Local Government Victoria, details all aspects of the legislation and was provided as a guide for Councillors and staff. Training sessions were also held with Councillors and staff on the Conflict of Interest provisions.

The list of staff required to complete Conflict of Interest returns was reviewed with a number of staff being added.

The Code of Conduct for Council and the Staff Code of Conduct were reviewed to ensure that they are consistent with the changes to the Local Government Act.

## Local Laws

Council has in place the following Local Laws:

| Local Law                                        | Date Adopted by Council | Date Operational  |
|--------------------------------------------------|-------------------------|-------------------|
| No. 1 Consumption of Liquor in Public Places     | 24 August 2005          | 24 September 2005 |
| No. 2 General Local Law                          | 23 September 2005       | 24 September 2005 |
| No. 3 Livestock Local Law                        | 21 November 2007        | 22 November 2007  |
| No. 4 Council Meeting Procedures and Common Seal | 24 February 2010        | 1 March 2010      |
| No. 5 Colac Livestock Selling Centre             | 24 August 2005          | 24 September 2005 |

A detailed review of Local Law No. 4 was undertaken during the year.

## CORPORATE GOVERNANCE

## Policies, Strategies and Plans

The following policies, strategies and key plans were reviewed and or adopted by Council during 2009/2010:

| Document                                                                                 | Date Adopted     |
|------------------------------------------------------------------------------------------|------------------|
| Corangamite and Colac Otway Road Safety Strategy                                         | 22 July 2009     |
| Economic Development Action Agenda 2009 - 2013                                           | 22 July 2009     |
| Gifts, Benefits and Hospitality Policy                                                   | 28 October 2009  |
| Confidential Information Policy                                                          | 28 October 2009  |
| Sale & Exchange of Council Land Policy                                                   | 28 October 2009  |
| Special Rate and Special Charges Policy                                                  | 28 October 2009  |
| Committees of Management of Drainage Systems Policy                                      | 28 October 2009  |
| Section 86 Committees of Management Policy                                               | 28 October 2009  |
| Internal Audit Policy                                                                    | 28 October 2009  |
| Fraud Prevention/Control Policy                                                          | 28 October 2009  |
| Pre-election Caretaker Policy                                                            | 28 October 2009  |
| Council Committees Policy                                                                | 28 October 2009  |
| Municipal Building Control – Intervention Filter Criteria Guidelines Policy              | 28 October 2009  |
| Procurement Policy (Interim)                                                             | 28 October 2009  |
| Banwon South West Regional Trails Master Plan                                            | 28 October 2009  |
| Funding Advances to Community Organisations Policy                                       | 25 November 2009 |
| Donations-Miscellaneous Policy                                                           | 25 November 2009 |
| Investment Attraction Policy                                                             | 25 November 2009 |
| Maternal and Child Health Services Policy                                                | 25 November 2009 |
| Rates Assistance Community Groups Policy                                                 | 25 November 2009 |
| Assistance to Rates Debtors in Hardship Policy                                           | 25 November 2009 |
| Residential Properties deemed to be Non-Rateable as used for Charitable Purposes Policy  | 25 November 2009 |
| Information Privacy Policy                                                               | 25 November 2009 |
| Community Engagement Policy                                                              | 27 January 2010  |
| Environment Strategy 2010-2016                                                           | 27 January 2010  |
| Audio Recording of Council Meetings Policy                                               | 24 March 2010    |
| Colac Otway Shire Heatwave Plan                                                          | 24 March 2010    |
| Customer Service Policy/Guidelines                                                       | 28 April 2010    |
| Hire of COPACC Policy                                                                    | 28 April 2010    |
| Community Bus Policy                                                                     | 28 April 2010    |
| Risk Management Policy                                                                   | 28 April 2010    |
| Closure of Unused Government Roads; Licensing of an Unused Road or Water Frontage Policy | 28 April 2010    |
| Display/Locate Signs and Goods on the Footpath/Road Reserve Policy                       | 28 April 2010    |
| Installation and Usage of Stock Underpasses Policy                                       | 28 April 2010    |
| Asset Management Policy                                                                  | 28 April 2010    |
| Heavy Vehicle Access Policy                                                              | 28 April 2010    |
| Event Road Closure Consultation and Communication Policy                                 | 28 April 2010    |
| Whistleblowers Protection Act 2001 Procedure                                             | 28 April 2010    |
| Council Property Leasing Policy                                                          | 23 June 2010     |
| Procurement Policy                                                                       | 23 June 2010     |

## CORPORATE GOVERNANCE

## Elected Representatives

## Code of Conduct

Council has a Code of Conduct, which was reviewed and adopted on 23 September 2009. The Code aims to embrace the principles of good governance, guide Councillors' behaviour, accountability and dispute resolution between Councillors. The existing Code is available on Council's web site at [www.colacotway.vic.gov.au/Page/page.asp?Page\\_Id=457&h=0](http://www.colacotway.vic.gov.au/Page/page.asp?Page_Id=457&h=0)

## Council Meetings

Council conducts its business in open and publicly advertised meetings. Ordinary Council Meetings are usually held on the fourth Wednesday of each month, with Council meetings held in Apollo Bay in April and November.

The May 2010 Meeting was held in Birregurra and the August 2010 Meeting is to be held in Cressy.

On occasions, Special Council meetings are called to consider specific matters. Minutes of the Council Meetings are available on Council's web site at [www.colacotway.vic.gov.au/Page/page.asp?Page\\_Id=265&h=0](http://www.colacotway.vic.gov.au/Page/page.asp?Page_Id=265&h=0)

Council provides the opportunity for members of the public to ask questions on issues in which Council has a direct interest or responsibility. Question time is held at the start of each Council meeting. Meetings are conducted in accordance with the meetings procedure provisions of Local Law 4. Reports are prepared independently by staff for both the decision and information of the Council.

Councillors are required to disclose any conflict of interest in any item to be discussed at Council meetings, and are subsequently precluded from any discussion and voting on an item if a conflict of interest exists.

*Councillor Attendance at Meetings*

The following table indicates meeting attendance of Councillors for the reporting period:

|                        | Number of Council and Statutory Meetings |          | Number of Special Meetings |          |
|------------------------|------------------------------------------|----------|----------------------------|----------|
|                        | Eligible to Attend                       | Attended | Eligible to Attend         | Attended |
| Cr Lyn Russell (Mayor) | 13                                       | 13       | 4                          | 4        |
| Cr Stephen Hart        | 13                                       | 13       | 4                          | 3        |
| Cr Frank Buchanan      | 13                                       | 13       | 4                          | 4        |
| Cr Brian Crook         | 13                                       | 13       | 4                          | 4        |
| Cr Stuart Hart         | 13                                       | 13       | 4                          | 4        |
| Cr Geoff Higgins       | 13                                       | 13       | 4                          | 4        |
| Cr Chris Smith         | 13                                       | 13       | 4                          | 4        |

The statutory meeting, including election of the Mayor, was held on Wednesday, 9 December 2009.

## CORPORATE GOVERNANCE

## Ordinary Council Meeting Briefing Sessions - Councillor Attendance

| Councillor     | 2009 |     |     |     |     |     | 2010 |     |     |     |     |     |
|----------------|------|-----|-----|-----|-----|-----|------|-----|-----|-----|-----|-----|
|                | Jul  | Aug | Sep | Oct | Nov | Dec | Jan  | Feb | Mar | Apr | May | Jun |
| Lyn Russell    | *    | *   | *   | *   | *   | *   | *    | *   | *   | *   | *   | *   |
| Stephen Hart   | *    | *   | *   | *   | *   | *   | *    | *   | *   | *   | *   | *   |
| Frank Buchanan | *    | *   | *   | *   | *   | *   | *    | *   | *   | *   | *   | *   |
| Brian Crook    | *    | *   | *   | *   | *   | *   | *    | *   | *   | *   | *   | *   |
| Stuart Hart    | *    | *   | *   | *   | *   | *   | *    | *   | *   | *   | *   | *   |
| Geoff Higgins  | PT   | A*  | PT  | A*  | *   | PT  | *    | *   | *   | *   | *   | *   |
| Chris Smith    | PT   | A   | PT  | *   | A   | A   | A    | A   | A   | A   | A   | *   |

\* = Present; A = Absent; A\* = Absent with apology; PT = Attended part of the meeting

## Councillor Support and Remuneration

The Councillor Support Policy was revised in February 2009. The Policy provides a broad overview of how the Council provides assistance and support to the Mayor and Councillors in carrying out their roles and official duties. A copy of the policy is available for inspection, as required under Section 75B of the Local Government Act, and is also available on Council's website at [www.colacotway.vic.gov.au/Page/page.asp?Page\\_Id=1768&h=0](http://www.colacotway.vic.gov.au/Page/page.asp?Page_Id=1768&h=0)

In line with the policy, support is provided to the Mayor in the form of a Council vehicle and computer equipment and telephones are available for all Councillors.

| Councillor           | Land Line Phone | Mobile Phone | Laptop Computer | Next G Internet Connection | Fax Machine |
|----------------------|-----------------|--------------|-----------------|----------------------------|-------------|
| Cr L Russell (Mayor) | *               | *            | *               | *                          | *           |
| Cr F Buchanan        |                 | *            |                 |                            |             |
| Cr B Crook           | *               | *            | *               | *                          | *           |
| Cr Stephen Hart      |                 |              | *               | *                          |             |
| Cr Stuart Hart       | *               | *            | *               |                            |             |
| Cr G Higgins         | *               | *            |                 |                            |             |
| Cr C Smith           | *               |              |                 |                            |             |

The Local Government Act 1989 (Section 75) also provides for the reimbursement of 'necessary out of pocket expenses' incurred while performing the duties of a Councillor. Therefore, the Councillor Support Policy also provides for reimbursement of expenses for training, registration fees for conferences and functions, travel and child care.

The following table sets out the costs for Council for the reporting period:

| Councillor                  | Allowance<br>(including superannuation) | Travel <sup>2</sup> | Total            |
|-----------------------------|-----------------------------------------|---------------------|------------------|
| Cr Lyn Russell <sup>1</sup> | 38,550                                  | 1,433               | 39,983           |
| Cr Stephen Hart             | 16,541                                  | 9,068               | 25,609           |
| Cr Frank Buchanan           | 16,541                                  | 6,369               | 22,910           |
| Cr Brian Crook <sup>1</sup> | 28,470                                  | -                   | 28,470           |
| Cr Stuart Hart              | 16,541                                  | 18,171              | 34,712           |
| Cr Geoff Higgins            | 16,541                                  | 5,144               | 21,685           |
| Cr Chris Smith              | 16,541                                  | 8,680               | 25,221           |
| <b>Total</b>                | <b>\$148,725</b>                        | <b>\$48,665</b>     | <b>\$198,590</b> |

## Notes:

1. Cr Russell elected as Mayor on 9 December 2009, taking over from Cr Crook. A Councillor vehicle is provided to the Mayor for business and private use.
2. Travel includes remote area travel allowance. The travel allowance represents the amounts paid to Councillors during the period 1 July 2009 to 30 June 2010.

## CORPORATE GOVERNANCE

## Committees of Council

The Local Government Act 1989 acknowledges the need for Advisory and Special Committees of Council. These Committees may comprise of Councillors, Council staff and other persons as deemed necessary. The Act also allows for Council, by Instrument of Delegation, to delegate any of its functions, duties or powers to a Special Committee. The current Committees of Council are detailed below:

| Committee                                                                                                  | Councillor                                                                | Meeting Frequency                                                                         | Purpose/Comments                                                                                                                                                                                                                                       |
|------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Audit Committee (Advisory Committee)                                                                       | Cr Stephen Hart<br>Cr Stuart Hart<br>(includes 2 independent members)     | Quarterly, or more frequently as determined                                               | 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 Committee (Advisory Committee)                                                               | Cr Lyn Russell<br>Cr Frank Buchanan<br>Cr Brian Crook<br>Cr Chris Smith   | Once a year in December/January and other meetings as required                            | To review nominations, select Australia Day Award winners in the various categories and recommend to Council on the location of the Australia Day celebration.                                                                                         |
| Festival & Events Support Scheme (Advisory Committee) (includes Events Coordinator and 2 external members) | Cr Lyn Russell<br>Cr Frank Buchanan<br>Cr Brian Crook<br>Cr Stuart Hart   | Once a year in June, and other meetings as required                                       | 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 Committee (Advisory Committee)                                                    | Cr Brian Crook<br>Cr Stephen Hart<br>Cr Stuart Hart<br>Cr Chris Smith     | Once a year in June/July                                                                  | 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 (Special Committee)                                                                     | All Councillors                                                           | Meets the second Wednesday of the month (except December), or more frequently as required | 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 Advisory Committee                                                          | Cr Lyn Russell<br>Cr Frank Buchanan<br>Cr Stuart Hart<br>Cr Geoff Higgins | Once a year in May                                                                        | To consider the applications received for the Small Town Improvement Program.                                                                                                                                                                          |

## CORPORATE GOVERNANCE

## Council Representation on Other Committees

In addition to the previously listed committees, Councillors represented the Council on the following other committees and groups:

|                                                            |                                                     |
|------------------------------------------------------------|-----------------------------------------------------|
| Cr Lyn Russell, Mayor                                      | Cr Brian Crook                                      |
| Australian Local Government Association                    | Barnard Trust Committee                             |
| Colac Affordable Housing Strategy                          | COPACC Trust                                        |
| Colac Otway Network of Community Centres                   | G21 Education & Training Pillar                     |
| Geelong Otway Tourism Board                                | Premier Recreation Reserve Committee                |
| G21 Board                                                  | Rural Councils Network (Vic)                        |
| G21 Health & Wellbeing Pillar                              | Cr Stuart Hart                                      |
| Great South Coast Municipalities Group                     | G21 Transportation Pillar                           |
| Otways Tourism Inc.                                        | Municipal Emergency Management Planning Committee   |
| Rural Financial Counselling Service                        | Municipal Fire Prevention Committee                 |
| Cr Stephen Hart, Deputy Mayor                              | Transport Connections Local Advisory Group          |
| Barwon Regional Waste Management Committee                 | Cr Geoff Higgins                                    |
| Colac Otway Shire Environment Strategy Steering Committee  | Colac Livestock Selling Centre Advisory Committee   |
| Corangamite Regional Library Corporation                   | Lake Colac Community Advisory Committee             |
| G21 Environment Pillar                                     | Municipal Aerodrome Committee – Colac               |
| Lavers Hill Swimming Pool Committee of Management          | Ondit Quarry Consultative Committee                 |
| Municipal Association of Victoria                          | Timber Towns Committee                              |
| Cr Frank Buchanan                                          | Tirrengower Drainage Scheme Committee of Management |
| Apollo Bay Harbour Redevelopment Community Reference Group | Weeds Consultative Committee                        |
| Apollo Bay Leisure Centre Liaison Group                    | Cr Chris Smith                                      |
| G21 Economic Development Pillar                            | COPACC Trust                                        |
| Port of Apollo Bay Consultative Group                      | Dairy Industry Training Committee                   |
|                                                            | Friends of the Botanic Gardens                      |
|                                                            | Lake Colac Community Advisory Committee             |
|                                                            | Old Beechy Line Committee                           |
|                                                            | Youth Council                                       |

## Audit Committee

This is an advisory committee of the Council and exists to:

- 1.1 Assist the Council in its oversight responsibilities by monitoring, reviewing and advising on:
  - The truth and fairness of the view given by the annual financial and performance statements of the Council
  - The Council's accounting policies and practices in accordance with current and emerging, accounting standards
  - The external auditor's performance
  - The independence and performance of the internal audit function
  - Compliance with legal and regulatory requirements and policies
  - Compliance with Council policy framework
  - Internal controls, the control environment and the overall efficiency and effectiveness of financial operations
  - The Council's overall risk management policy and programs
- 1.2 Provide a forum for communication between the Council, management and the internal and external auditors.



## CORPORATE GOVERNANCE

The Audit Committee meets at least quarterly and has consisted of the following members over the financial year:

| Audit Committee                                                    | Eligible to Attend | Actual Attendance |
|--------------------------------------------------------------------|--------------------|-------------------|
| Mr Mike Said, Independent Member and Chairperson (EMES Consulting) | 4                  | 4                 |
| Ms Linda MacRae, Independent Member (Local Solutions Pty Ltd)      | 4                  | 4                 |
| Cr Stephen Hart                                                    | 4                  | 4                 |
| Cr Stuart Hart                                                     | 4                  | 4                 |

Mr Mike Said was appointed Chairperson of the Committee in May 2007 and reappointed in June 2009.

Ms Linda MacRae was reappointed for a further three years commencing 1 June 2010.

Cr Stephen Hart and Cr Stuart Hart were reappointed at the Statutory Meeting held in December 2009.

The Chief Executive Officer, General Manager Corporate & Community Services, Manager Organisational Support & Development, Manager Finance & Customer Services and the Senior Accountant attend meetings to assist with information and support.

*Outcomes*

Over the financial year the Audit Committee has dealt with the following issues:

- Review and endorsement of the 2008/09 Financial Statements, Standard Statements, Performance Statement and Audit Management Letters
- Review of various Victorian Auditor General's Reports to Parliament applicable to Local Government including the results of the 2008/09 Audits
- Review of the 2009/10 External Audit Strategy and development of an internal Audit program
- Review of Audit Charter
- Review of Risk Management Issues and monitoring of the Risk Register developments
- Review of the Audits for SafetyMAP, JMAPP Property and Fidelity Insurance
- Monitoring Excess Annual Leave of staff
- Review of Cash Balances
- Review Benchmarking/Performance Indicator Information
- Monitoring of Road Management Plan compliance
- Quarterly reporting of Fraud Control Program
- Review of the Half Year Financial Report and Quarterly Performance Report to Council
- Review of Council Plan and Budget processes
- Reviewed the audit scopes, reports and recommendations of internal audit projects, including Records Management, Purchasing Review and Cash Receipting and Handling
- Review of the Legislative Compliance Register including delegations and 'Best Value'
- Review of Waste Management results
- Review of Fraud Prevention/Control Policy
- Review of updates on Tendering and Contracting in Local Government

Council's External Auditor is Coffey Hunt.

## CORPORATE GOVERNANCE

### Risk Management

Colac Otway Shire is committed to managing risk responsibly by having in place appropriate procedures to reduce the possibility of adverse effects from future events. Mechanisms are in place for the key focus areas of assets, workers, liability and financial sustainability.

Council's Risk Management Policy was reviewed, and approved, in November 2009 in line with the new ISO 31000 Standard on Risk Management. The Risk Management Policy provides a systematic approach to identifying, analysing and mitigating risks. Ongoing reviews of policies, internal controls and standards against the Risk Management Strategy are reported to the Audit Committee on a quarterly basis.

All risks identified by Council have been populated in the risk register within Interplan®, Council's electronic integrated management system, and allocated to appropriate responsible officers. Risk treatments are incorporated into business planning and reporting functions.

### *Public & Professional Liability*

Civic Mutual Plus (CMP) conducted its annual audit in March 2010, with Colac Otway Shire showing improved performance, contrary to the State trend. We are pleased to note that Colac Otway Shire was assessed as being in the top 20 per cent this year. A comprehensive audit of Colac Otway Shire's risk management processes were conducted across a range of Council services by the auditor:

- Blue Water Fitness Centre
- Road Management
- Tree Management
- Special Committees
- Essential Safety Measures
- Food Safety
- Planning

### The Year Ahead

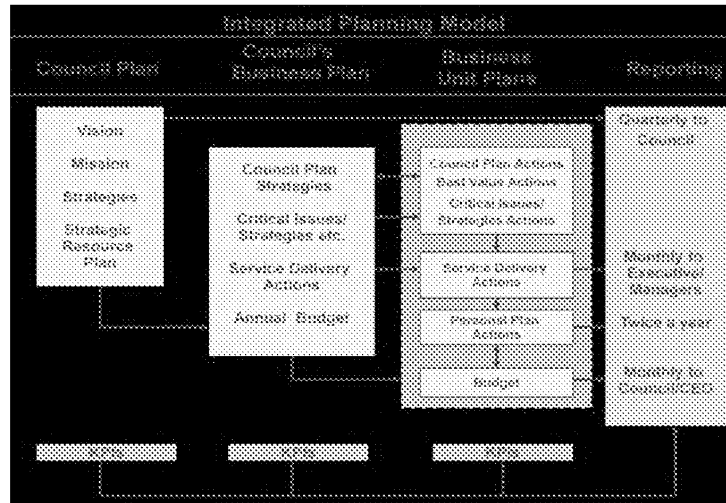
Colac Otway Shire will be undergoing the bi-annual property and fidelity audit, JMAPP, conducted by Jardine Lloyd Thompson Australia (JLTA) in the coming financial year, along with additional audits from our insurer's underwriter, Affiliated FM.

A review of Council's Risk Management policies and procedures will also be undertaken.

CORPORATE GOVERNANCE

Business Planning

Further strengthening of our integrated business planning framework was undertaken this year with the addition of the Task module to our interplan® reporting software. This has allowed further refinement to our planning and reporting processes and links with the pes® module (Personnel Evaluation System). Our key focus remains that of continuing to strengthen the linkages between the Council Plan, annual Business Unit plans and employees' personal plans.



We measure our performance at four stages within the planning, measurement and reporting cycle and report at regular intervals, as shown in the following table:

| Performance Report           | Content                                                                                                                                                             | Audience                                                                            | Interval                                          |
|------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|---------------------------------------------------|
| Annual Report                | Report of operations<br>Achievement in line with Council Plan strategies<br>Victorian Local Government Indicators<br>Legislative compliance<br>Financial management | Colac Otway community, Council, State Government, businesses, partners and visitors | Annual by 30 September                            |
| Financial Management         | Financial position                                                                                                                                                  | Council, CEO and General Managers                                                   | Monthly to the Executive and Council              |
| Council Plan Strategy Report | Achievement in line with Council Plan strategies                                                                                                                    | Council, CEO, General Managers and Managers                                         | Quarterly                                         |
| Business Unit Report         | Progress according to business unit actions                                                                                                                         | CEO, General Managers and Managers                                                  | Monthly                                           |
| Employee Personal Plans      | Progress against personal plan actions                                                                                                                              | Employee and their Manager                                                          | Twice per year                                    |
| Capital Works                | Progress according to implementation schedule and expenditure                                                                                                       | Council, CEO, General Managers and Managers                                         | Monthly to the Executive and Quarterly to Council |

## CORPORATE GOVERNANCE

### Continuous Service Improvement

The Best Value provisions outlined in the Local Government Act require Council to review our services against the following 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 community reporting

The Parks and Gardens service underwent a review during 2009/10. A key recommendation of the review was to create a new Service Level Agreement. This project is currently in progress and is expected to be completed in the first half of the 2010/11 financial year.

The Budget Request process for major projects and capital works being planned for the following financial year was also reviewed. Key outcomes included clarification of 'operational' and 'recurrent' projects and a complete redesign of the electronic forms used, creating clearer linkages with the 10-year financial plan. The Budget Request process forms part of a much larger project on the planning and management of projects, which will continue through the 2010/11 year. Training of the organisation in the use of the new Budget Request process will commence in September 2010.

### Legislative Compliance

#### Information Privacy Act 2000

Council has adopted policies relating to information privacy and health records that meet the requirements of the *Information Privacy Act 2000* and the *Health Records Act 2001*. Both Acts include privacy principles that relate to the collection, use and disclosure of information. Council's Information Policy and Guidelines can be downloaded from our website at [www.colacotway.vic.gov.au/Page/page.asp?Page\\_id=1758&h=1](http://www.colacotway.vic.gov.au/Page/page.asp?Page_id=1758&h=1).

At Colac Otway Shire we believe the responsible handling of personal information is a key aspect of democratic governance and we are strongly committed to protecting an individual's right to privacy. No complaints were received during 2009/10.

#### Freedom of Information Act 1982

The Act grants the community the right to access certain Council documents. This general right of access is only limited by exceptions and exemptions, which have been prescribed to protect essential public interests and the private and business affairs of people about whom Council holds information.

The Act has four principles:

1. The public has the right of access to information
2. Local governments are required to publish information on the documents they hold
3. People may request that inaccurate, incomplete, out-of-date or misleading information in their personal records be amended
4. People may appeal against a decision not to give access to the information or not to amend a personal record

Written requests for documents must be addressed to Council's Freedom of Information Officer. The request must specify the document required or if unable to do so, give sufficient detail to enable the relevant document to be located, the form of access required and include details of the applicant's contact details. Applications must be accompanied by the prescribed fee. For further information and

CORPORATE GOVERNANCE

access to the FOI Access Request Form, see Council's website [www.colacotway.vic.gov.au/Page/Page.asp?Page\\_id=590&h=1](http://www.colacotway.vic.gov.au/Page/Page.asp?Page_id=590&h=1).

*Appeals*

Applicants may appeal against a decision made in response to requests for access to documents and amendment of records, or against the cost levied for allowing access to documents. Information about the appropriate process of appeal will be conveyed to the applicant in the initial decision letter. Applicants should consult Part IV of the Act for further information about appeal rights.

*FOI Applications Recorded*

|         |    |
|---------|----|
| 2009-10 | 9  |
| 2008-09 | 22 |
| 2007-08 | 15 |
| 2006-07 | 12 |
| 2005-06 | 9  |

Road Management Act 2004

Council, as a road authority, is required under Section 22 of the Act to publish a copy or summary of any direction received from the Minister in its annual report. No directions were received from the Minister in 2009/10.

Domestic (Feral and Nuisance) Animals Act 1994

Under the Act Council is required to create a Domestic Animal Management Plan and to evaluate its implementation in its annual report. The plan was prepared in accordance with the requirements and responsibilities under the Domestic (Feral & Nuisance) Animals Act 1994, Impounding of Livestock Act 1994, the Colac Otway Shire Council's General Local Laws and relevant policies and was endorsed by Council on 25 November 2008.

The plan identifies strategies and actions to implement the vision, aims and objectives for animal management and contains recommendations for a wide range of actions to be undertaken by Council in a programmed approach. These actions will enable Council to maintain a balance between the competing interests of animal management and to accommodate new requirements.

The plan addresses topics including Authorised Officer training, promotion of responsible pet ownership including registration, minimisation of dog attacks, operation of the Pound facility and general service delivery throughout the municipality.

The Domestic Animal Management Plan is being implemented effectively:

- A special rate for animal registrations that encourages desexing and microchipping has been introduced successfully.
- Further refinement of the schedule of fees is currently being examined to address the reluctance of owners to register their working dogs.
- Domestic animal registrations are progressing well with a larger than normal proportion being paid prior to the due date for the 2010/2011 registration period.
- Higher rates of domestic animal registrations have been achieved by increasing efforts in the area of registration follow up.
- Re-housing of impounded animals is progressing well, however the number of unwanted kittens continues to be an area of concern. This is a nationwide issue that is receiving substantial attention in an effort to reduce the incidence of euthanasia on unwanted cats/kittens.

The Domestic Animal Management Plan provides Council with a sound basis from which to plan, coordinate and make decisions to meet the present and future needs of the community.

## CORPORATE GOVERNANCE

### Country Fire Authority Act 1958

Under the Act Council is required to create a Municipal Fire Prevention Plan and to evaluate its implementation in its annual report.

The Municipal Fire Prevention Plan is being implemented effectively:

- Council has reviewed and updated the plan in line with the recommendations from the Royal Commission into the 7 February fire tragedy.
- Council carried out its responsibilities to maintain strategic fire breaks identified in the plan. The inspection process that Council is responsible to undertake during the fire season was carried out in a comprehensive fashion.
- Courtesy letters were sent to over 9,000 property owners in October 2009 highlighting the need for the community to prepare for the start of the fire season in November.
- A total of 766 Fire Prevention Notices were issued to property owners who did not effectively maintain their property to the required standards. Only 19 properties failed to comply with the requirements of a Fire Prevention Notice.

### Whistleblowers Protection Act 2001

The Act is designed to encourage and facilitate the disclosure of information about improper conduct by Council officers or Councillors. The Act provides a framework for the investigation and correction of any improper conduct reported. It also provides protection for informants. The key objectives of the Act are to:

- Promote a culture in which people feel safe to make disclosures
- Protect these people from recrimination
- Provide a clear process for investigating allegations
- Ensure that investigative matters are dealt with properly

Council's commitment to the Act is outlined in our procedures, and can be downloaded from Council's website at [www.colacotway.vic.gov.au/Page/page.asp?Page\\_Id=1758&h=1](http://www.colacotway.vic.gov.au/Page/page.asp?Page_Id=1758&h=1) or obtained from the Colac Shire Offices.

Disclosures may be made either to the Council or directly to the Ombudsman. Disclosures may be made by members of the public, other organisations or Council employees. No disclosures were received in 2009/10.

### Equal Opportunity

Colac Otway Shire is committed to the principles of Equal Opportunity. We believe that our staff, volunteers and clients are entitled to be treated on the basis of merit and are able to work in an environment free of harassment and bullying. Accordingly, we are committed to achieving Equal Employment Opportunity and Anti-Discrimination. All staff are entitled to access employment, promotion, training and the benefits of a working environment based on merit, that is, their skills, qualifications, abilities and work performance. Staff are informed of our commitment to the principles of equal opportunity through our staff induction program, Code of Conduct, and regular awareness programs.

CORPORATE GOVERNANCE

National Competition Policy and Compliance – 2009-2010

Certification by the Chief Executive Officer

Colac Otway Shire Council has complied with the requirements of the National Competition Policy (NCP) for the period 1 July 2009 to 30 June 2010, in accordance with the requirements outlined in *National Competition Policy and Local Government – A Revised Statement of Victorian Government Policy (January 2002)*; as set out below:

|                                                                                                                                                                                                           |                  |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|
| <p>A. Trade Practices Compliance</p> <p><i>State whether the Council is compliant or non-compliant. If non-compliant, justify or cite actions to redress.</i></p>                                         | <p>Compliant</p> |
| <p>B. Local Laws Compliance</p> <p><i>State whether the Council is compliant or non-compliant. List any local laws made or remade during 2009-10 which impose a restriction on competition:</i></p>       | <p>Compliant</p> |
| <p>C. Competitive Neutrality Compliance</p> <p><i>State whether the Council is compliant or non-compliant for all significant businesses. List any significant businesses that are non-compliant:</i></p> | <p>Compliant</p> |

I certify that:

- a) this statement has been prepared in accordance with the 2009-2010 National Competition Policy reporting guidelines, which is pursuant to the *2008 Statement*; and
- b) this statement presents fairly the Council’s implementation of the National Competition Policy.

Signed:



(Chief Executive Officer)

Date: 30 July 2010

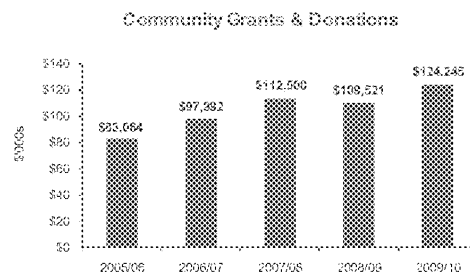
CORPORATE GOVERNANCE

Grants and Donations to the Community

To assist the community undertake cultural, recreational, environmental and community support projects and activities, Council provides grants and donations to community groups under the Community Funding Program. In 2009/10 \$116,594 was allocated to organisations across the Shire under three categories: Recreation Facilities, Community Projects and COPACC (Colac Otway Performing Arts Centre).

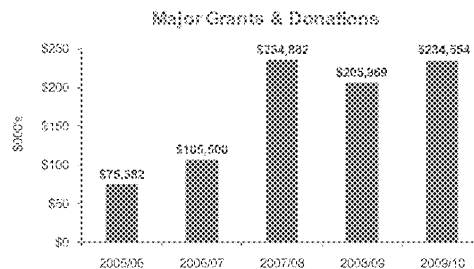
Community support grants and donations

A five year view of the Community Support Grants and Donations indicates Council has provided a total of \$527,322 to support community groups, with a variety of projects, ranging from minor maintenance to sporting clubs and arts and theatre groups.



Major Grants and Donations

Over the past five years Council has provided \$857,827 in Major Grants and Donations to support community events and organisations. Major Grants and Donations made during the 2009/10 year amounted to \$234,554 of the funds provided by Council to support the activities of our community.



Council Memberships

Council is a member of a number of groups/organisations including the following key memberships:

| Organisation                                     | Amount           |
|--------------------------------------------------|------------------|
| Geelong Otway Tourism                            | \$79,413         |
| G21 - Geelong Regional Alliance                  | \$40,700         |
| Barwon Regional Waste Management Group           | \$13,601         |
| Livestock Saleyards Association of Victoria      | \$2,839          |
| Timber Towns Victoria                            | \$2,200          |
| Local Government Professionals                   | \$1,650          |
| National Sea Change Taskforce                    | \$1,250          |
| Local Government ICT Committee                   | \$1,250          |
| Victorian Association of Performing Arts Centres | \$980            |
| Tourism Alliance Victoria                        | \$950            |
| ICLEI                                            | \$924            |
| Local Government Finance Professionals           | \$510            |
| Parks and Leisure Australia                      | \$436            |
| Australian Airports Association                  | \$424            |
| Planning Institute of Australia                  | \$323            |
| Rural Road Group                                 | \$100            |
| Cemeteries & Crematoria Association of Victoria  | \$70             |
| <b>Total</b>                                     | <b>\$147,630</b> |



## CORPORATE GOVERNANCE

## Public Access to Registers and Documents

Under the Local Government Act 1989, Council is required to have the following list of documents available for public inspection. These documents can be viewed at the Colac Otway Shire Offices at 2-6 Rae Street, Colac from 8.30am to 5.00pm Monday to Friday.

- Details of current allowances fixed for the Mayor and Councillors
- Details of senior officer's total salary packages for the current financial year and previous year
- Details of overseas or interstate travel undertaken in an official capacity by Councillors or any Council Staff in the previous 12 months
- Names of Council officers who were required to submit a return of interest during the financial year and the dates the returns were submitted
- Names of Councillors who were required to submit a return of interest during the financial year and the dates the returns were submitted
- Agendas and minutes for Ordinary and Special Council meetings held in the previous 12 months
- A list of all special committees established by the Council and the purpose for which each committee was established
- A list of all special committees established by Council which were abolished or ceased to function during the financial year
- Minutes of meetings of special committees established under Section 86 of the Act and held in the last 12 months
- A register of delegations kept under the Local Government Act
- Submissions received under Section 223 of the Act during the previous 12 months
- Agreements to establish a regional library
- Details of all property, finance and operating leases entered into by Council
- Register of authorised officers appointed under Section 224 of the Act
- A list of donations and grants made by the Council during the financial year
- A list of the names of the organisations of which the Council was a member during the financial year
- A list of contracts valued at \$100,000 (or such higher amount as is fixed from time to time) or more which Council entered into during the financial year without first engaging in a competitive process and which are not contracts referred to in 186(5) of the Act

Council's website [www.colacotway.vic.gov.au](http://www.colacotway.vic.gov.au) also offers extensive information ranging from Council meeting agendas and media releases to job vacancies and the minutes of Council meetings.

## CORPORATE GOVERNANCE

## Victorian Local Government Indicators

At the Council Plan level the key performance indicators address outcomes of the Council Plan strategies and actions and the following legislatively prescribed indicators (Victorian Local Government Indicators):

|                                                                                                       | 2005/06          | 2006/07          | 2007/08          | 2008/09          | 2009/10          |
|-------------------------------------------------------------------------------------------------------|------------------|------------------|------------------|------------------|------------------|
| <i>Affordability</i>                                                                                  |                  |                  |                  |                  |                  |
| Average rates and charges per assessment                                                              | \$856            | \$1,069          | \$1,151          | \$1,228          | \$1,286          |
| Average rates and charges per Residential assessment                                                  | \$678            | \$850            | \$1,090          | \$1,000          | \$1,031          |
| <i>Sustainability</i>                                                                                 |                  |                  |                  |                  |                  |
| Average liabilities per assessment                                                                    | \$818            | \$698            | \$619            | \$695            | \$887            |
| Operating result per assessment -- surplus/(deficit)                                                  | \$128            | \$71             | \$48             | \$129            | \$213            |
| <i>Services</i>                                                                                       |                  |                  |                  |                  |                  |
| Average operating expenditure per assessment                                                          | \$2,142          | \$2,069          | \$2,246          | \$2,437          | \$2,528          |
| Community Satisfaction Survey for overall performance generally of the Council                        | Index Mean<br>65 | Index Mean<br>63 | Index Mean<br>51 | Index Mean<br>57 | Index Mean<br>55 |
| <i>Infrastructure</i>                                                                                 |                  |                  |                  |                  |                  |
| Average capital expenditure per assessment                                                            | \$626            | \$601            | \$630            | \$664            | \$695            |
| <i>Renewal</i>                                                                                        |                  |                  |                  |                  |                  |
| Current spending on renewal to Asset base consumed during the year                                    | 55%              | 63%              | 97%              | 70%              | 71%              |
| <i>Renewal and Maintenance</i>                                                                        |                  |                  |                  |                  |                  |
| Current spending on renewal plus maintenance to Asset base consumed during the year, plus maintenance | 72%              | 90%*             | 98%              | 105%             | 82%              |
| <i>Governance</i>                                                                                     |                  |                  |                  |                  |                  |
| Community Satisfaction Survey for Council's advocacy and community representation on key local issues | Index Mean<br>65 | Index Mean<br>63 | Index Mean<br>54 | Index Mean<br>57 | Index Mean<br>56 |
| Community Satisfaction Survey for Council's engagement in decision-making on key local issues         | Index Mean<br>64 | Index Mean<br>62 | Index Mean<br>45 | Index Mean<br>51 | Index Mean<br>52 |

\*The figure of 121% appearing in the 2006/07 report was found to be in error

FINANCIAL SUSTAINABILITY

FINANCIAL PERFORMANCE

In brief

- Achieved a \$2.575 million profit for the period
- Ended the 2009/10 financial year with a cash balance of \$9.762 million
- Increased Non-Current Assets by \$5.0 million

Operating Results

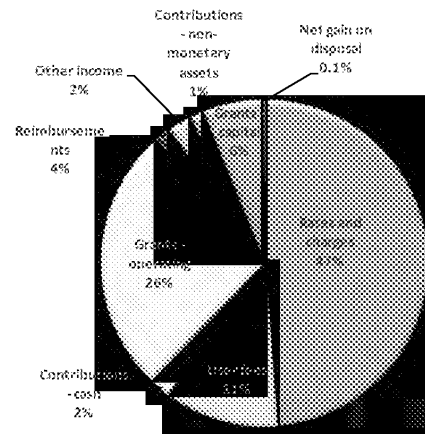
Council achieved a \$2.575 million profit for the 2009/10 financial year. This is the fourth successive year that we have achieved a surplus, which is a tremendous result given the increasing demands placed upon Council services and tightening of revenue opportunities during the year. One of the major challenges of Council will be to maintain ongoing surpluses to fund infrastructure renewal requirements.

Revenue

Council's total revenue for the 2009/10 year was \$39.13 million as per the Comprehensive Income Statement.

A breakdown of Council's revenue sources highlights that 84% of Council's income comes from three income categories:

|                                |     |
|--------------------------------|-----|
| ■ Rates and Charges            | 47% |
| ■ Operating Grants             | 26% |
| ■ User Charges, fees and fines | 11% |

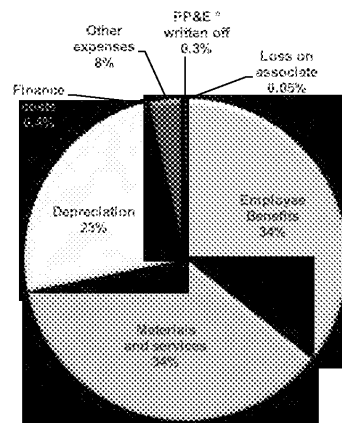


Expenditure

Council's total expenses for the 2009/10 year were \$36.55 million as per the Comprehensive Income Statement.

A breakdown of Council's expenses highlights that 91% relates to three expenditure categories.

|                                 |     |
|---------------------------------|-----|
| ■ Employee Benefits             | 34% |
| ■ Materials and Services        | 34% |
| ■ Depreciation and Amortisation | 23% |

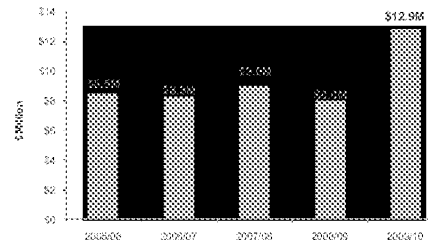


\*Property, Plant and Equipment Infrastructure

**FINANCIAL SUSTAINABILITY**

**Capital Works**

During the financial year, Council spent \$12.89 million on Capital Works projects. The amount spent on Capital Works in 2009/10 increased significantly to address the major issue of the Infrastructure Renewal Gap.



**Assets**

Council's total assets are \$254 million, a \$6 million increase over the previous year. The major components of assets are:

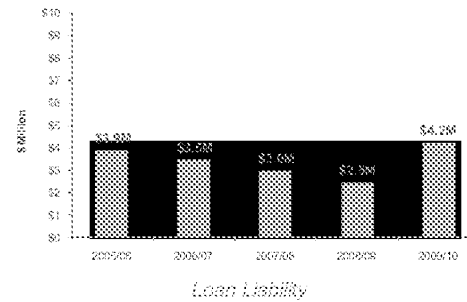
- Property, plant, equipment and infrastructure (land, buildings, roads, bridges etc)
- Cash Assets (mainly short term investments)

Together these asset categories account for 99% of all assets.

**Liabilities**

Council's liabilities include loans, amounts owed to suppliers, amounts owed to employees for leave entitlements and provisions for landfill rehabilitation.

Council's loan liability levels have increased during the year due to the new Colac Library and the Apollo Bay Waste Transfer Station. Current debt levels mean that we are still operating well within the Victorian State Government prudential ratio limits.

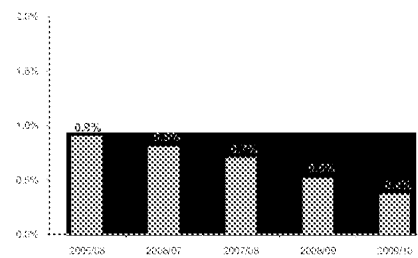


**FINANCIAL INDICATORS**

All of the following indicators show an improved financial position over the last five year period:

**Debt Servicing Ratio**

The Debt Servicing Ratio essentially shows how much Council spends on maintaining our outstanding debts compared with how much revenue Council earns. The lower the ratio, the better off Council is. These debt-servicing costs refer to the payment of interest on loan borrowings, finance lease interest and bank overdraft. The ratio expresses the amount of interest paid as a percentage of Council's total revenue.

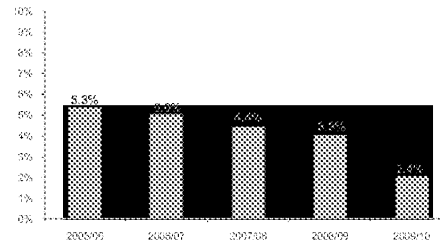


The ratio has reduced significantly over the five year period, with Council's ratio of 0.4% being well under the prudential limit of 5% set by the Victorian State Government.

FINANCIAL SUSTAINABILITY

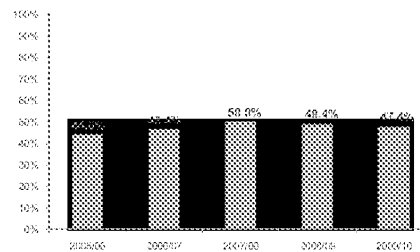
**Debt Commitment Ratio**

The Debt Commitment Ratio is used to illustrate how much of Council's revenue is used to fund Council's existing debt for the year. This includes the payment of loan principal and interest, finance lease principal and interest. The rate at which the ratio either increases or decreases is a reflection of Council's debt redemption strategy. The debt commitment ratio expresses the percentage of rate revenue utilised to pay interest and redeem debt principal.



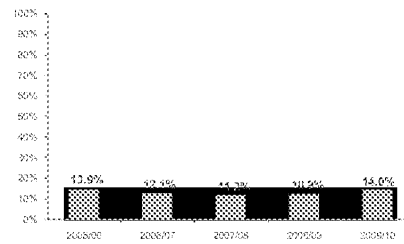
**Revenue Ratio**

The Revenue Ratio shows the level of Council's reliance on rate revenue. It is an indication of how much of Council's total revenue comes from rates and charges. It is influenced by other revenue sources such as government grants, contributions, special charges, user fees and charges. Rate income is a secure and predictable source of revenue. A low ratio can warn of undue reliance on other forms of revenue, which may or may not be sustainable e.g. government grants. The preferred position is to rely heavily on both rates and other commercial revenue, with a low dependency on government grants.



**Debt Exposure Ratio**

The Debt Exposure Ratio enables an assessment of Council's solvency and exposure to debt. A low ratio means that Council's realisable (or saleable) assets; such as land, buildings, plant and equipment exceed its overall liabilities. Total indebtedness refers to the total liabilities of Council compared with total realisable assets.



Overall, the ratio has reduced since 2002/03. The 2009/2010 ratio of 13.99% is well under the limit of 50% set by the Victorian State Government.

**VICTORIAN AUDITOR GENERAL – FINANCIAL SUSTAINABILITY INDICATORS**

Financial sustainability is defined in a number of different ways. A generally accepted definition is whether local governments have sufficient current and prospective financial capacity (inflows) to meet their current and prospective financial requirements (outflows).

To be sustainable, local governments need to have some excess capacity at any point in time to be able to manage future financial risks and shocks without having to radically adjust their current revenue or expenditure policies.

The indicators utilised by the Victorian Auditor General to assess the financial viability of councils are:

FINANCIAL SUSTAINABILITY

- Operating Result – a measure of whether Council generates enough revenue from all sources to cover operating costs (including the cost of replacing assets, reflected in depreciation expense)
- Liquidity – a measure of whether Council has sufficient working capital to meet short term commitments
- Self-Financing – a measure of whether Council generates sufficient operating cash flows to invest in asset renewal and to repay any debt it may have incurred in the past
- Indebtedness – a measure of whether Council is overly reliant on debt to fund capital programmes
- Investment Gap – a measure of whether Council has been replacing assets at a rate consistent with the rate they are being consumed

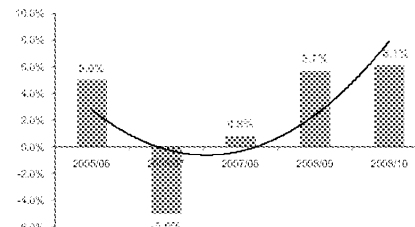
The following information indicates positive movement in each of the indicators:

| Indicators              | Colac Otway Result | Risk Levels                |                               |                   |
|-------------------------|--------------------|----------------------------|-------------------------------|-------------------|
|                         |                    | High                       | Medium                        | Low               |
| Underlying Result Ratio | 6.1%               | Negative 10% or less       | Between negative 10% and zero | Greater than zero |
| Liquidity Ratio         | 218%               | Equal to or less than 100% | Between 100% and 150%         | Greater than 150% |
| Indebtedness Ratio      | 27.1%              | Greater than 60%           | Between 40% and 60%           | Less than 40%     |
| Self-Financing Ratio    | 31.9%              | Less than 10%              | Between 10% and 20%           | Greater than 20%  |
| Investment Gap Ratio    | 170%               | Equal to or less than 100% | Between 100% and 150%         | Greater than 150% |

Risk assessment is prepared in accordance with the Victorian Auditor General's financial viability guidelines

**Underlying Result Ratio**

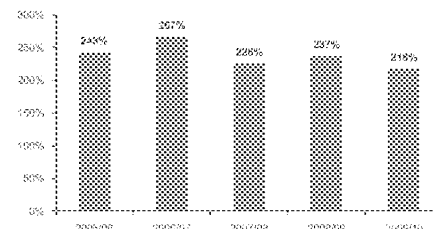
The overall trend indicates that the Shire is in positive territory and generating an underlying surplus which can be utilised for new assets or asset renewal. This is a positive result for Council and falls within the 'Low' risk category of the Victorian Auditor General Risk assessment for the financial sustainability of Council.



**Liquidity Ratio (or Working Capital Ratio)**

The Working Capital Ratio expresses the level of current assets, such as cash and investments, that Council has available to meet its current liabilities including outstanding creditors and employee entitlements.

The target in Council's Strategic Resource Plan is to maintain a ratio of at least 150%. Council's current ratio is well over the recommended limit of 150% indicated by the Auditor General. This indicates that the Shire

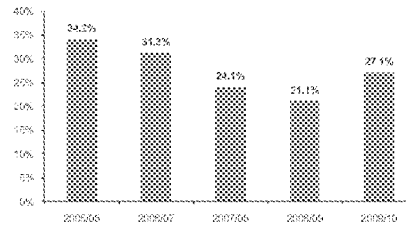


FINANCIAL SUSTAINABILITY

has no immediate issue with repaying its liabilities when they fall due. This is a positive result for Council and falls within the „Low‘ risk category of the Victorian Auditor General Risk assessment for financial sustainability of Council.

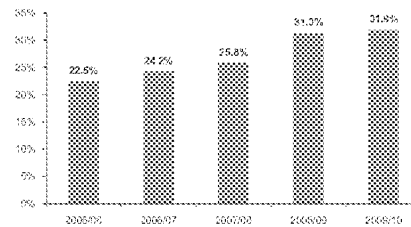
**Indebtedness Ratio**

The Shire has no concern over its ability to repay debt from its own sources of revenue (such as rates and charges). This is a positive result for Council and falls within the „Low‘ risk category of the Victorian Auditor General Risk assessment for financial sustainability of Council.



**Self Financing Ratio**

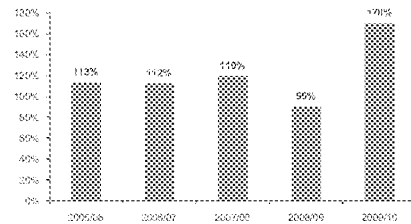
Results indicate that the Shire is generating enough cash from operations to fund the renewal of existing assets. This is also a positive result for Council and falls within the „Low‘ risk category of the Victorian Auditor General Risk assessment for financial sustainability of Council.



**Investment Gap Ratio**

The graph shows that Council had made major improvements in the prior years in funding the renewal of the Shire’s existing assets.

The current year saw a dramatic increase in the level of capital works and acquisitions recognised. This increase is in part due to the recognition of the Apollo Bay Waste Transfer Station and the Coiac Library. The ratio now falls into the low risk category of the Victorian Auditor General’s risk assessment.



## FINANCIAL SUSTAINABILITY

### UNDERSTANDING THE FINANCIAL STATEMENTS

#### Introduction

The Financial Report is a key report by the Colac Otway Shire. It shows how Council performed financially during the 2009/2010 financial year and the overall position at the end of the financial year (30 June 2010).

Council presents its financial report in accordance with the Australian Accounting Standards. Particular terms required by the Standards may not be familiar to some readers. Colac Otway Shire Council is committed to accountability. It is in this context that the following explanations have been developed to assist readers understand and analyse the financial report.

#### What is contained in the Annual Financial Report?

Council's financial report has two main sections, namely the Report and the Notes. There are four Statements and forty notes. These are prepared by Council staff, examined by the Council Audit Committee and Council, and are audited by the Victorian Auditor-General.

The four Statements included in the first few pages of the report are the Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity and a Cash Flow Statement.

The Notes detail Council's accounting policies and the make-up of values contained in the Statements.

#### 1. Comprehensive Income Statement

The Comprehensive Income Statement measures Council's performance over the year and shows if a profit or a loss has been made in delivering services. The profit or loss is the same as a surplus or deficit.

The Statement includes all sources of income, less all operating expenses incurred in delivering Council services. This includes depreciation or the writing down, of the value of buildings, roads, footpaths, drains and all other infrastructure assets, which are used to deliver Council services. These assets are depreciated over the life of the asset as they are consumed, in other words we measure how much of an asset we have consumed. Capital costs or new assets acquired or created during the year are excluded from the Statement but, as indicated above, are depreciated as they are used.

The Statement is prepared on an 'accrual' basis. This means that all income and costs for the year are recognised even though the income may not yet be received (such as interest on bank deposits) or expenses not yet paid (invoices not yet received for goods and services already used).

If the Statement is in a loss (deficit) situation, this means that Council is not creating sufficient profit (surplus) to replace infrastructure assets at the time when they need to be replaced. Continual deficits may indicate concern about Council's ability to be financially viable in the longer term.

The key figure to look at is the profit/(loss) for the year. A profit means that the revenue was greater than expenses.



## FINANCIAL SUSTAINABILITY

### 2. Balance Sheet

The Balance Sheet is an important financial statement. This one page summary is a snapshot of the financial situation as at 30 June 2010. It shows what the Council owns as Assets and what it owes as Liabilities. The bottom line of this Statement is Net Assets. This is the net worth of Council, which has been built up over many years.

The assets and liabilities are separated into Current and Non-Current. Current means those assets or liabilities, which will fall due or be consumed in the next 12 months. The components of the Balance Sheet are described below.

#### Current and Non-Current Assets

- Cash includes cash and cash equivalents i.e. cash held in the bank, petty cash and term deposits
- Receivables are monies owed to Council by ratepayers and others
- Investment in Associate is the investment in the Corangamite Regional Library Corporation
- Other assets include inventory and accounts which have been prepaid
- Property, Plant and Equipment, Infrastructure is the largest component of Council's worth and represents the value of all land, buildings, roads, vehicles, equipment, and other items which have been invested in by Council over many years

#### Current and Non-Current Liabilities

- Payables are those to whom Council owes money as at 30 June 2010
- Provisions include Employee Benefits, which is the accounting term for accrued Long Service and Annual Leave provisions. Landfill rehabilitation works are also grouped under provisions
- Interest Bearing Liabilities includes loans, which are repaid over a set period of time, and Lease Liabilities that are leases of assets where ownership of the asset is transferred to the Council

#### Net Assets

This term is used to describe the difference between the value of Total Assets and the value of Total Liabilities. It represents the net worth of Council as at 30 June 2010. The net value of the Council is also synonymous with Total Equity.

#### Total Equity

- Asset Revaluation Reserve is the difference between the previously recorded value of property and infrastructure assets and their current valuations. In other words, it is the value of assets in excess of what we paid for the assets.
- Other Reserves are allocations of the Accumulated Surplus to specific projects or obligations.
- Accumulated Surplus is the value of all net assets accumulated over time

## FINANCIAL SUSTAINABILITY

### 3. Statement of Changes in Equity

During the course of the year, the value of Total Equity as set out in the Balance Sheet changes. This Statement shows the values of such changes and how these changes arose.

The main reason for a change in equity stem from:

- The 'profit and loss' from operations, described in the Comprehensive Income Statement as the profit/(loss) for the year
- The use of monies from Council's reserves
- Revaluation of assets; this takes place every three years as a matter of course. It also occurs when existing assets are taken up in the books for the first time.

### 4. Cash Flow Statement

The Cash Flow Statement summarises Council's cash payments and cash receipts for the year. This Statement is presented according to a very specific Accounting Standard and needs some care in analysis. The values may differ from those shown in the Comprehensive Income Statement because the Comprehensive Income Statement is prepared on an accrual accounting basis.

Cash in the Statement refers to bank deposits and other forms of highly liquid investments that can readily be converted to cash.

Council's cash arises from, and is used in, three main areas:

#### Cash Flow from Operating Activities

- Receipts – All cash received into Council's bank account from ratepayers and others that owed money to Council. Receipts also include the interest assets from Council's cash investments. It does not include the costs associated with the sale of assets
- Payments – All cash paid by Council from its bank account to staff, creditors and other persons. It does not include the costs associated with the creation of assets

#### Cash Flow from Investing Activities

The accounting term Investing Activities relates to payments for the acquisition of assets, such as new plant, roads and other long-term revenue producing assets; and the proceeds from the sale of assets such as plant, and land.

#### Cash Flow from Financing Activities

This is where the receipt and repayment of borrowed funds are recorded.

The bottom line of the Cash Flow Statement is the Cash at End of Financial Year. This shows the capacity of Council to meet its debts and other liabilities.

### Notes to the Accounts

The Notes are a very important and informative section of the report. The Australian Accounting Standards are not prescriptive in a lot of issues. Therefore, to enable the reader to understand the basis on which the values shown in the Statements are established, it is necessary to provide details of Council's accounting policies. These are described in Note 1.

Apart from the accounting policies, the Notes also give details behind many of the summary figures contained in the Statements. The Note numbers are shown beside the relevant items in

## FINANCIAL SUSTAINABILITY

the Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity and the Cash Flow Statement.

Where Council wishes to disclose other information, which cannot be incorporated into the Statements, then this is shown in the Notes. Other Notes include:

- The cost of the various functions of Council
- The breakdown of expenses, revenues, reserves and other assets
- Transactions with persons related to Council
- Comparisons of Budget to Actual results
- Financial performance indicators

The Notes should be read at the same time as, and together with, the other parts of the Financial Statements to get a clear picture of the accounts.

### Statements by Principal Accounting Officer and Councillors

The Certification of the Principal Accounting Officer is made by the person responsible for the financial management of Council that, in her/his opinion, the Financial Statements have met all the statutory and professional reporting requirements.

The Certification of Councillors is made by two Councillors on behalf of Council that, in their opinion, the Financial Statements are fair and not misleading. The Chief Executive Officer also endorses and signs the certification.

### Auditor General's Report

The Independent Audit Report is the external and independent opinion on the Financial Statements. It provides the reader with a totally independent opinion on the Financial Statements. The opinion covers both the Statutory and professional requirements and also the fairness aspects of the Financial Statements.

**Colac Otway Shire Council  
Standard Statements  
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| Standard Income Statement                | (2)         |
| Standard Balance Sheet                   | (3)         |
| Standards Cash Flow Statement            | (5)         |
| Standard Statement of Capital works      | (7)         |
| Certification of the Standard Statements | (9)         |

Colac Otway Shire Council  
2009/2010 Financial Report

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## Notes to the Standard Statements

### Note 1 Basis of preparation of Standard Statements

The Colac Otway Shire Council is required to prepare and include audited Standard Statements within its Annual Report. Four Statements are required - a Standard Income Statement, Standard Balance Sheet, Standard Cash Flow Statement and a Standard Statement of Capital Works, together with explanatory notes.

These statements and supporting notes form a special purpose financial report prepared to meet the requirements of the Local Government Act 1989 and Local Government (Finance and Reporting) Regulations 2004.

The Standard Statements have been prepared on accounting bases consistent with those used for the General Purpose Financial Statements and the Budget. The results reported in these statements are consistent with those reported in the General Purpose Financial Report.

The Standard Statements are not a substitute for the General Purpose Financial Statements. They have not been prepared in accordance with all Australian Accounting Standards or other authoritative professional pronouncements.

The Standard Statements compare the Council's financial plan, expressed through its budget, with actual performance. The Local Government Act 1989 requires explanation of any material variances. The Council has adopted a materiality threshold of 10 per cent. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

The budget figures included in the Statements are those adopted by the Council on 22 July 2009.

The budget was based on assumptions that were relevant at the time of adoption of the budget. The Council set guidelines and parameters for revenue and expense targets in this budget in order to meet the Council's business plan and financial performance targets for both the short and long term. The budget did not reflect any changes to equity resulting from asset revaluations, as their impacts were not considered predictable.

Detailed information on the actual financial results are contained in the General Purpose Financial Report. The detailed budget can be obtained by contacting council or through the council's website

The Standard Statements must be read with reference to these documents.

Colac Otway Shire Council  
2009/2010 Financial Report

**Standard Income Statement  
For the Year Ended 30 June 2010**

|                                                                                                   | Note | Actual<br>\$'000 | Budget<br>\$'000 | Variance<br>\$'000 | Variance<br>% |
|---------------------------------------------------------------------------------------------------|------|------------------|------------------|--------------------|---------------|
| <b>Income</b>                                                                                     |      |                  |                  |                    |               |
| <b>Operating Income:</b>                                                                          |      |                  |                  |                    |               |
| Rates and charges                                                                                 |      | 18,559           | 18,696           | (137)              | -1%           |
| Grants - operating                                                                                | 1    | 8,953            | 7,467            | 1,486              | 20%           |
| Grants - capital                                                                                  | 1    | 3,323            | 4,666            | (1,343)            | -29%          |
| Charges, fees and fines                                                                           | 2    | 4,267            | 3,720            | 547                | 15%           |
| Reimbursements and contributions                                                                  | 3    | 3,081            | 389              | 2,692              | 692%          |
| Interest revenue                                                                                  | 4    | 447              | 325              | 122                | 100%          |
| Other income                                                                                      | 5    | 438              | -                | 438                | 100%          |
| <b>Total income</b>                                                                               |      | <b>39,068</b>    | <b>35,263</b>    | <b>3,805</b>       | <b>11%</b>    |
| <b>Expenses</b>                                                                                   |      |                  |                  |                    |               |
| Employee benefits                                                                                 | 6    | (12,387)         | (10,226)         | (2,161)            | 21%           |
| Materials and services                                                                            |      | (11,560)         | (12,122)         | 562                | -5%           |
| Depreciation and amortisation                                                                     |      | (8,409)          | (8,031)          | (378)              | 5%            |
| Borrowing costs                                                                                   | 7    | (140)            | (323)            | 183                | -57%          |
| Other expenses                                                                                    | 8    | (2,178)          | -                | (2,178)            | 100%          |
| Grants and donations                                                                              | 9    | (709)            | (415)            | (294)              | 71%           |
| Plant expenses                                                                                    | 10   | (1,029)          | (1,307)          | 278                | -21%          |
| <b>Total expenses</b>                                                                             |      | <b>(36,412)</b>  | <b>(32,424)</b>  | <b>(3,988)</b>     | <b>12%</b>    |
| Net gain/(loss) on disposal of property, infrastructure, plant and equipment                      | 11   | 58               | 38               | 20                 | 53%           |
| Property, plant, equipment and infrastructure written off                                         | 12   | (121)            | (150)            | 29                 | -19%          |
| Share of net profits/(losses) of associates and joint ventures accounted for by the equity method | 13   | (18)             | -                | (18)               | 100%          |
| <b>Net Surplus/(Deficit)</b>                                                                      |      | <b>2,575</b>     | <b>2,727</b>     | <b>(152)</b>       | <b>-6%</b>    |

The above standard income statement should be read in conjunction with the accompanying notes.

**Variance Notes**

| Note | Item                                 | Explanation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|------|--------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1    | Grants - operating, Grants - capital | The distribution between the capital and operating grants is the primary difference between budget and actual grants break-up.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 2    | Charges, fees and fines              | User fees include the Eliminyt gas special charge scheme for \$665k. This had been budgeted to occur in the 2008/2009 year.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| 3    | Reimbursements and contributions     | Reimbursements have varied for a number of reasons: (a) Reimbursement for family day care fees from the Commonwealth were allocated to Grants in the budget of \$288k; (b) Council received a reimbursement from insurers for some of the costs associated with Cressy-Shelford road of \$165k; (c) no budget was developed to cater for Workcover reimbursements of \$58k; (d) Contributions received towards Alvie & Eastern Reserve of \$234k; (e) Contribution towards regional trails master plan; and (f) reimbursement of aged care packages \$194k; (g) As part of negotiations between Council, its insurers and legal advisors, a confidential contribution towards the settlement of an outstanding legal issue was recognised in the financial accounts. No budget was provided for the contribution of non-monetary assets to Council over the year. The assets contributed relate to control in the assets of new subdivisions being vested with Council. Higher level of contributions were received to provide aged and health care services. |
| 4    | Interest revenue                     | The variance relates to higher level of interest revenue for both investments and for interest charges on outstanding rates.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| 5    | Other income                         | Miscellaneous income received including: Sundry project income \$210k; Vic Roads agency fees \$98k; Local Laws fees & charges \$42k; Private works charged out \$37k; Various sundry items \$51k. These items were not budgeted for.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| 6    | Employee benefits                    | The variance relates to a higher level of activity in areas such as Blue Water Fitness Centre, COPACC and higher levels of maintenance by work crews. Increased maintenance has increased employee costs as an operational expense as compared to a capital expense.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| 7    | Borrowing costs                      | Borrowings scheduled for the 2009/2010 year were reduced and delayed until the end of the financial year, so reducing the costs associated with financing borrowings.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |

| Variance Notes |                                                                                                   |                                                                                                                                                                                                                 |
|----------------|---------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Note           | Item                                                                                              | Explanation                                                                                                                                                                                                     |
| 8              | Other expenses                                                                                    | Council included other expenses as part of the materials and services category \$283k. The major item of expenditure relates to net cost resulting from negotiations with council's insurers and legal advisors |
| 9              | Grants and donations                                                                              | Various Council grants and donations to community groups were treated as materials and services in the budget but are being reported as donations in the annual report.                                         |
| 10             | Plant expenses                                                                                    | Additional plant expenditure has been included in materials and services.                                                                                                                                       |
| 11             | Net gain/(loss) on disposal of property, infrastructure, plant and equipment                      | The written down value of assets disposed of was lower than budgeted for, due to assets being disposed of earlier in the year.                                                                                  |
| 12             | Property, plant, equipment and infrastructure written off                                         | Review of fixed assets resulted in a lower level of write offs as compared to budget.                                                                                                                           |
| 13             | Share of net profits/(losses) of associates and joint ventures accounted for by the equity method | Council does not traditionally budget for their share of surplus/deficit from Associates.                                                                                                                       |

Colac Otway Shire Council  
2009/2010 Financial Report

**Standard Balance Sheet  
As at 30 June 2010**

|                                               | Note | Actual<br>\$'000 | Budget<br>\$'000 | Variance<br>\$'000 | Variance<br>% |
|-----------------------------------------------|------|------------------|------------------|--------------------|---------------|
| <b>Assets</b>                                 |      |                  |                  |                    |               |
| <b>Current assets</b>                         |      |                  |                  |                    |               |
| Cash                                          | 14   | 9,762            | 3,945            | 5,817              | 147%          |
| Receivables                                   | 15   | 2,685            | 2,031            | 654                | 32%           |
| Inventories                                   |      | 97               | 92               | 5                  | 5%            |
| Prepayments                                   | 16   | 186              | 84               | 102                | 121%          |
| Accrued income or other assets                | 17   | 106              | -                | 106                | 100%          |
| <b>Total current assets</b>                   |      | <b>12,836</b>    | <b>6,152</b>     | <b>6,684</b>       | <b>109%</b>   |
| <b>Non-current assets</b>                     |      |                  |                  |                    |               |
| Investments in associates                     |      | 406              | 433              | (27)               | -6%           |
| Property, infrastructure, plant and equipment | 18   | 240,610          | 235,545          | 5,065              | 2%            |
| <b>Total non-current assets</b>               |      | <b>241,016</b>   | <b>235,978</b>   | <b>5,038</b>       | <b>2%</b>     |
| <b>Total assets</b>                           |      | <b>253,852</b>   | <b>242,130</b>   | <b>11,722</b>      | <b>5%</b>     |
| <b>Liabilities</b>                            |      |                  |                  |                    |               |
| <b>Current liabilities</b>                    |      |                  |                  |                    |               |
| Payables                                      | 19   | 1,965            | 690              | 1,275              | 185%          |
| Trust funds and deposits                      | 20   | 295              | -                | 295                | 100%          |
| Employee entitlements                         | 21   | 2,736            | 2,102            | 634                | 30%           |
| Provision for landfill rehabilitation         | 22   | 478              | 235              | 243                | 103%          |
| Interest-bearing loans and borrowings         | 23   | 412              | 369              | 43                 | 12%           |
| <b>Total current liabilities</b>              |      | <b>5,886</b>     | <b>3,396</b>     | <b>2,490</b>       | <b>73%</b>    |
| <b>Non-current liabilities</b>                |      |                  |                  |                    |               |
| Employee entitlements                         | 21   | 284              | 117              | 167                | 143%          |
| Provision for landfill rehabilitation         | 22   | 2,869            | 2,026            | 843                | 42%           |
| Interest-bearing loans and borrowings         | 23   | 3,745            | 4,825            | (1,080)            | -22%          |
| <b>Total non-current liabilities</b>          |      | <b>6,898</b>     | <b>6,968</b>     | <b>(70)</b>        | <b>-1%</b>    |
| <b>Total liabilities</b>                      |      | <b>12,784</b>    | <b>10,364</b>    | <b>2,420</b>       | <b>23%</b>    |
| <b>Net Assets</b>                             |      | <b>241,068</b>   | <b>231,766</b>   | <b>9,302</b>       | <b>4%</b>     |
| <b>Equity</b>                                 |      |                  |                  |                    |               |
| Accumulated surplus                           |      | 93,666           | 95,715           | 2,049              | 2%            |
| Asset revaluation reserve                     |      | 142,000          | 133,730          | (8,270)            | -6%           |
| Other reserves                                | 24   | 5,402            | 2,321            | (3,081)            | -133%         |
| <b>Total Equity</b>                           |      | <b>241,068</b>   | <b>231,766</b>   | <b>(9,302)</b>     | <b>-4%</b>    |

The above balance sheet should be read in conjunction with the accompanying notes.

| Variance Notes |                                               | Explanation                                                                                                                                                                                                                                                                                                  |
|----------------|-----------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Note           | Item                                          |                                                                                                                                                                                                                                                                                                              |
| 14             | Cash                                          | Higher cash balance due to lower capital spending, government grants received in advance and increasing cash reserve requirements.                                                                                                                                                                           |
| 15             | Receivables                                   | There has been an increase in the value of outstanding rates debtors, although this is generally consistent with the increase in overall rates income. There has also been an increase in the special charge scheme debtor values with the Elliminyt Gas special charge scheme being raised during the year. |
| 16             | Prepayments                                   | General insurances were paid late in the financial year that cover the next financial year.                                                                                                                                                                                                                  |
| 17             | Accrued income or other assets                | There has been an increase in accrued income for the year that was not budgeted for.                                                                                                                                                                                                                         |
| 18             | Property, infrastructure, plant and equipment | Asset values have increased in line with asset revaluation activities. Such increases are not traditionally budgeted for.                                                                                                                                                                                    |
| 19             | Payables                                      | This reflects a higher level of outstanding creditors at year end as compared to budget. The budgeted trade and other payables were based on the actual levels which were considerably lower than recorded in the current year.                                                                              |
| 20             | Trust funds and deposits                      | Trust deposits were not budgeted for.                                                                                                                                                                                                                                                                        |



| <u>Variance Notes</u> |                                       |                                                                                                                                                                                         |
|-----------------------|---------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <u>Note</u>           | <u>Item</u>                           | <u>Explanation</u>                                                                                                                                                                      |
| 21                    | Employee entitlements                 | There has been a general increase in employee entitlements and the associated provisions. Higher retention rates will tend to increase such provisions.                                 |
| 22                    | Provision for landfill rehabilitation | The landfill provisions have been recalculated during the course of the year, so increasing the level of the provisions.                                                                |
| 23                    | Interest-bearing loans and borrowings | As the level of borrowings undertaken during the year was reduced the balance of outstanding borrowings is less than was budgeted for.                                                  |
| 24                    | Other reserves                        | Additional reserves were created at the end of financial year that contributed to the variation to budget: Resource development reserve \$406k; Unfunded superannuation reserve \$166k. |

Colac Otway Shire Council  
2009/2010 Financial Report

**Standard Cash Flow Statement  
For the Year Ended 30 June 2010**

|                                                                   | Note | Actual<br>\$'000 | Budget<br>\$'000 | Variance<br>\$'000 | Variance<br>% |
|-------------------------------------------------------------------|------|------------------|------------------|--------------------|---------------|
| <b>Cash flows from operating activities</b>                       |      |                  |                  |                    |               |
| Rates and charges                                                 |      | 17,866           | 18,696           | (830)              | -4%           |
| User charges and reimbursements (inclusive of GST)                | 25   | 4,271            | 4,109            | 162                | 4%            |
| Grants - operating (inclusive of GST)                             | 26   | 10,119           | 7,467            | 2,652              | 36%           |
| Grants - capital(inclusive of GST)                                | 26   | 2,990            | 4,666            | (1,676)            | -36%          |
| Developer contributions (inclusive of GST)                        | 27   | 888              | -                | 888                | 100%          |
| Reimbursements(inclusive of GST)                                  | 28   | 671              | -                | 671                | 100%          |
| Interest                                                          | 29   | 447              | 325              | 122                | 38%           |
| Other receipts(inclusive of GST)                                  | 30   | 482              | -                | 482                | 100%          |
| Net GST refund/payment                                            |      | 1,779            | -                | 1,779              | 100%          |
| Materials and services(inclusive of GST)                          | 31   | (14,183)         | (12,122)         | (2,061)            | 17%           |
| Payments to employees                                             | 32   | (11,798)         | (10,226)         | (1,572)            | 15%           |
| Grants and donations(inclusive of GST)                            | 33   | (780)            | (415)            | (365)              | 88%           |
| Other payments(inclusive of GST)                                  | 34   | (464)            | (1,307)          | 843                | -64%          |
| <b>Net cash provided by (used in) operating activities</b>        |      | <b>12,288</b>    | <b>11,193</b>    | <b>1,095</b>       | <b>10%</b>    |
| <b>Cash flows from investing activities</b>                       |      |                  |                  |                    |               |
| Payments for asset acquisition (inclusive of GST)                 |      | (14,258)         | (15,457)         | 1,199              | -8%           |
| Proceeds from disposal of assets(inclusive of GST)                | 35   | 473              | 1,300            | (827)              | -64%          |
| <b>Net cash provided by (used in) investing activities</b>        |      | <b>(13,785)</b>  | <b>(14,157)</b>  | <b>372</b>         | <b>-3%</b>    |
| <b>Cash flows from financing activities</b>                       |      |                  |                  |                    |               |
| Finance costs                                                     | 36   | (140)            | (323)            | 183                | -57%          |
| Trust funds and deposits                                          | 37   | 53               | -                | 53                 | 100%          |
| Proceeds from interest bearing loans and borrowings               | 38   | 2,000            | 3,100            | (1,100)            | -35%          |
| Repayment of interest bearing loans and borrowings                | 39   | (305)            | (368)            | 63                 | -17%          |
| <b>Net cash provided by (used in) financing activities</b>        |      | <b>1,608</b>     | <b>2,409</b>     | <b>(801)</b>       | <b>-33%</b>   |
| Net increase (decrease) in cash and cash equivalents              | 40   | 111              | (555)            | 666                | -120%         |
| Cash and cash equivalents at the beginning of the financial year  | 41   | 9,651            | 4,500            | 5,151              | 114%          |
| <b>Cash and cash equivalents at the end of the financial year</b> |      | <b>9,762</b>     | <b>3,945</b>     | <b>5,817</b>       | <b>147%</b>   |

The above cash flow statement should be read with the accompanying notes.

| <b>Variance Notes</b> |                                                    | <b>Explanation</b>                                                                                                                                                                                                                   |
|-----------------------|----------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Note</b>           | <b>Item</b>                                        |                                                                                                                                                                                                                                      |
| 25                    | User charges and reimbursements (inclusive of GST) | Fees levied for the Scheme - Elliminyt Gas were levied in the current year but budgeted in the previous financial year of \$658k                                                                                                     |
| 26                    | Grants - operating, Grants - capital               | The distribution between the capital and operating grants is the primary difference between budget and actual grants break-up.                                                                                                       |
| 27                    | Developer contributions (inclusive of GST)         | No contributions from developers were expected in council's budget                                                                                                                                                                   |
| 28                    | Reimbursements(inclusive of GST)                   | Family day care reimbursement of costs were budgeted as grants of \$360k. Council received a reimbursement from insurers for some of the costs associated with Cressy-Shelford road of \$165k                                        |
| 29                    | Interest                                           | Additional interest revenue earned in excess of budgeted amount due to improved investment strategies employed during the year.                                                                                                      |
| 30                    | Other receipts(inclusive of GST)                   | Miscellaneous income received including: Sundry project income \$210k; Vic Roads agency fees \$98k; Local Laws fees & charges \$42k; Private works charged out \$37k; Various sundry items \$51k. These items were not budgeted for. |
| 31                    | Materials and services(inclusive of GST)           | Additional Utility costs \$162k, additional printing costs \$100k. Council's budget does not include GST of \$1,289k                                                                                                                 |

| Variance Notes |                                                                  |                                                                                                                                                                                                                                                                      |
|----------------|------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Note           | Item                                                             | Explanation                                                                                                                                                                                                                                                          |
| 32             | Payments to employees                                            | The variance relates to a higher level of activity in areas such as Blue Water Fitness Centre, COPACC and higher levels of maintenance by work crews. Increased maintenance has increased employee costs as an operational expense as compared to a capital expense. |
| 33             | Grants and donations(inclusive of GST)                           | Council's actual cash flow include \$701k for grants and sponsorships to community groups. The budgeted amount is treated as Other payments.                                                                                                                         |
| 34             | Other payments(inclusive of GST)                                 | Council's budget for other payments included budgeted grants and sponsorships to community groups \$677k. The actual expenditure is reported in Grants and donations.                                                                                                |
| 35             | Proceeds from disposal of assets(inclusive of GST)               | Sale of Council offices in Murray Street originally budgeted for did not occur.                                                                                                                                                                                      |
| 36             | Finance costs                                                    | Due to the reduction in loan draw down amount and the late draw down of funds a lower level of finance costs has been reported.                                                                                                                                      |
| 37             | Trust funds and deposits                                         | Cash flows from Trust funds and deposits are not traditionally budgeted for.                                                                                                                                                                                         |
| 38             | Proceeds from interest bearing loans and borrowings              | Amount borrowed during the financial year was varied from initial budget as per Council resolution.                                                                                                                                                                  |
| 39             | Repayment of interest bearing loans and borrowings               | Loan repayments were under budget due to the late draw down of additional borrowings as per Note 36.                                                                                                                                                                 |
| 40             | Net increase (decrease) in cash and cash equivalents             | The increase in net cash outflow over the budgeted amount was in part contributed to the completion of outstanding work in progress capital projects from 2008-2009. Most of these projects would not have been known when Council's budget was being prepared.      |
| 41             | Cash and cash equivalents at the beginning of the financial year | The budgeted opening balance was exceeded partly due to an additional instalment of the grants commission being received which was not budgeted.                                                                                                                     |

Colac Otway Shire Council  
2009/2010 Financial Report

**Standard Statement of Capital Works  
As at 30 June 2010**

|                                      | Note | Actual<br>\$  | Budget<br>\$  | Variance<br>\$ | Variance<br>% |
|--------------------------------------|------|---------------|---------------|----------------|---------------|
| <b>Capital Works Area</b>            |      |               |               |                |               |
| Land                                 | 42   | 600           | 1,050         | (450)          | -43%          |
| Parks and gardens                    | 43   | 883           | 215           | 668            | 311%          |
| Buildings                            | 44   | 5,006         | 6,470         | (1,464)        | -23%          |
| Plant and machinery                  |      | 1,484         | 1,450         | 34             | 2%            |
| Fixed plant, furniture and equipment | 45   | 42            | 136           | (94)           | -69%          |
| Roads and streets                    | 46   | 4,161         | 5,339         | (1,178)        | -22%          |
| Bridges                              | 47   | 160           | 120           | 40             | 33%           |
| Footpaths, kerb and channelling      | 48   | 534           | 237           | 297            | 125%          |
| Drainage                             | 49   | 22            | 441           | (419)          | -95%          |
| <b>Total capital works</b>           |      | <b>12,892</b> | <b>15,458</b> | <b>(2,566)</b> | <b>-17%</b>   |
| <b>Represented by:</b>               |      |               |               |                |               |
| Renewal                              | 50   | 5,954         | 7,742         | (1,788)        | -23%          |
| Upgrade                              | 50   | 3,875         | 1,759         | 2,116          | 120%          |
| New                                  | 50   | 3,063         | 5,957         | (2,894)        | -49%          |
| <b>Total capital works</b>           |      | <b>12,892</b> | <b>15,458</b> | <b>(2,566)</b> | <b>-17%</b>   |

| <b>Variance Notes</b> |                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|-----------------------|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Note                  | Item                                 | Explanation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| 42                    | Land                                 | The expected purchase of land was delayed due to outstanding legal matters. A deposit of \$75k for the Apollo Bay transfer station was paid but not budgeted for. Land acquired was written down in value to reflect additional work outstanding rehabilitation works required on the property.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| 43                    | Parks and gardens                    | The following additional projects were undertaken following unbudgeted external funding: Alvie netball courts works \$374k; Colac Hockey Field carry over 2008-2009 \$48k; Birregurra Park upgrade carry over project \$84k. The following projects exceeded Council's budget: Eastern Reserve netball courts project expenditure exceeded budget by \$150k (funded with external grants); Birregurra Skate Park Construction was over budget by \$17k.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| 44                    | Buildings                            | The following building constructions are outstanding: Colac Community Library Learning Centre \$421k; Apollo Bay Transfer station \$500k (this project was delayed due to weather and foundation issues and is expected to be completed by December 2010). Council's budget for the Beechy Precinct - Joint use Library includes expenditure to be incurred in 2008-2009 \$400k and 2010-2011 \$572k. These works do not relate to the current financial period.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| 45                    | Fixed plant, furniture and equipment | Council's capital budget was for the acquisition of computer equipment which, with the exception of \$2k, fell below council's asset value threshold and was treated as maintenance. Expenditure budgeted as maintenance but not treated as capital included: \$6k vaccine refrigerator; \$34k gymnasium equipment at Blue Water Fitness Centre.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| 46                    | Roads and streets                    | The following projects achieved savings of \$710k: Colac Lome Rd rehabilitation \$4k; Cressy-Shelford Rd rehabilitation \$28k; Irrewillipe Rd-Forans Rd rehabilitation \$21k; Land slips - coast \$45k; Larpent Rd final seal \$26k; Swan Marsh Irrewillipe Rd final seal \$15k; Swan Marsh Rd pavement rehabilitation \$38k; Unsealed roads capital program \$330k; Sealed roads rehabilitation \$74k; Reseal program \$86k; Guard rail installation \$20k; Rail crossing program \$23k (Additional road maintenance expenditure of \$718k offset these savings).<br><br>The following projects were added to the program but not budgeted for \$99k: Projects carried forward from 2008-2009 \$63k; Swan Marsh-Irrewillipe Rd rehabilitation \$26k; Carpenteit-Bungador Rd \$10k; Alexander St rehabilitation \$26k. Road projects exceeding budget of \$36k are road furniture and school bus route safety improvements \$25k and Pound Rd final seal \$11k.<br><br>Road projects deferred or cancelled due to lack of external funding of \$398k: Old Beech Forrest Rd-timber roads \$317k; Richmond St rehabilitation \$81k. Pascoe Street Car Park \$319k was deferred due to the lack of agreement between the adjoining property owners. |
| 47                    | Bridges                              | Muroon Road Bridge required additional stream bed regrading \$40k.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |

| <u>Variance Notes</u> |                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|-----------------------|------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <u>Note</u>           | <u>Item</u>                        | <u>Explanation</u>                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|                       | 48 Footpaths, kerb and channelling | The following footpath projects were not included in Council's budget: Old Beechy Rail Trail \$97k (Project carry over from 2008-2009); Tiger Rail Trail \$124k funded from additional external sources; Additional footpath construction in Apollo Bay area due to asset deterioration \$93k. Morley Avenue (Wye River) project was fully budgeted as kerb and channel. Actual expenditure on kerb and channel only accounted for \$16K with the balance of expenditure allocated to roads. |
|                       | 49 Drainage                        | Council's drainage capital works budget included the following maintenance projects: Open table drains in the major drainage program \$350k; Three Towns drainage program of \$91k.                                                                                                                                                                                                                                                                                                          |
|                       | 50 Renewal, Upgrade, New           | Additional capital works of an upgrade nature were undertaken during the financial year with some projects with a renewal nature deferred or abandoned. Several projects of a new nature remain outstanding.                                                                                                                                                                                                                                                                                 |

Colac Otway Shire Council  
2009/2010 Financial Report

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**Certification of the Standard Statements**

In my opinion the accompanying standard statements have been prepared on accounting bases consistent with the financial statements and in accordance with the Local Government Act 1989, the Local Government (Finance and Reporting) Regulations 2004, Australian Accounting Standards and other mandatory professional reporting requirements.



Brett Exelby CPA  
Principal Accounting Officer

Date : 29 September 2010

In our opinion the accompanying standard statements present fairly the financial transactions of the Colac Otway Shire Council for the year ended 30 June 2010 and the financial position of the Council as at that date.

As at the date of signing, we are not aware of any circumstances which would render any particulars in the standard statements to be misleading or inaccurate.

We have been authorised by the Council on 22 September 2010 to certify the standard statements in their final form.



Stephen Hart  
Councillor

Date : 29 September 2010



Stuart Hart  
Councillor

Date : 29 September 2010



Rob Small  
Chief Executive Officer

Date : 29 September 2010

**Colac Otway Shire Council**  
**ANNUAL FINANCIAL REPORT**  
*For the Year Ended 30 June 2010*

**Colac Otway Shire Council  
Financial Report  
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Colac Otway Shire Council  
2009/2010 Financial Report

### Comprehensive Income Statement For the Year Ended 30 June 2010

|                                                                                      | Note  | 2010<br>\$'000  | 2009<br>\$'000  |
|--------------------------------------------------------------------------------------|-------|-----------------|-----------------|
| <b>Income</b>                                                                        |       |                 |                 |
| Rates and charges                                                                    | 2     | 18,559          | 17,602          |
| User fees                                                                            | 3     | 4,267           | 3,855           |
| Contributions - cash                                                                 | 5 (a) | 807             | 397             |
| Grants - operating                                                                   | 4     | 10,027          | 8,961           |
| Reimbursements                                                                       | 6     | 1,710           | 102             |
| Other income                                                                         | 7     | 885             | 517             |
|                                                                                      |       | <b>36,255</b>   | <b>31,434</b>   |
| <b>Capital Income:</b>                                                               |       |                 |                 |
| Contributions - non-monetary assets                                                  | 5 (b) | 564             | 792             |
| Grants - capital                                                                     | 4     | 2,249           | 4,105           |
| Found Assets                                                                         |       | -               | 1,414           |
| Net gain/(loss) on disposal of property, infrastructure, plant and equipment         |       | 58              | (210)           |
|                                                                                      |       | <b>2,871</b>    | <b>6,101</b>    |
| <b>Total income</b>                                                                  |       | <b>39,126</b>   | <b>37,535</b>   |
| <b>Expenses</b>                                                                      |       |                 |                 |
| Employee benefits                                                                    | 8     | (12,387)        | (11,250)        |
| Materials and services                                                               | 9     | (12,589)        | (13,994)        |
| Depreciation and amortisation                                                        | 10    | (8,409)         | (8,902)         |
| Finance costs                                                                        | 11    | (140)           | (185)           |
| Other expenses                                                                       | 12    | (2,887)         | (624)           |
| Share of net loss of associates accounted for by the equity method                   | 13    | (18)            | 28              |
|                                                                                      |       | <b>(36,430)</b> | <b>(34,927)</b> |
| <b>Capital Expense:</b>                                                              |       |                 |                 |
| Property, plant, equipment and infrastructure written off                            | 18    | (121)           | (763)           |
|                                                                                      |       | <b>(121)</b>    | <b>(763)</b>    |
| <b>Total expenses</b>                                                                |       | <b>(36,551)</b> | <b>(35,690)</b> |
| <b>Profit/(loss)</b>                                                                 |       | <b>2,575</b>    | <b>1,845</b>    |
| <b>Other comprehensive income</b>                                                    |       |                 |                 |
| Net asset revaluation increment(decrement)                                           | 18    | 554             | 7,778           |
| Share of other comprehensive income of associates accounted for by the equity method | 13    | (62)            | -               |
| <b>Comprehensive result</b>                                                          |       | <b>3,067</b>    | <b>9,623</b>    |

The above comprehensive income statement should be read in conjunction with the accompanying notes.

Colac Otway Shire Council  
2009/2010 Financial Report

**Balance Sheet**  
**As at 30 June 2010**

|                                                                 | Note | 2010<br>\$'000 | 2009<br>\$'000 |
|-----------------------------------------------------------------|------|----------------|----------------|
| <b>Assets</b>                                                   |      |                |                |
| <b>Current assets</b>                                           |      |                |                |
| Cash and cash equivalents                                       | 14   | 9,762          | 9,651          |
| Trade and other receivables                                     | 15   | 2,685          | 2,055          |
| Inventories                                                     | 16   | 97             | 94             |
| Other assets                                                    | 17   | 292            | 139            |
| <b>Total current assets</b>                                     |      | <b>12,836</b>  | <b>11,939</b>  |
| <b>Non-current assets</b>                                       |      |                |                |
| Investments in associates accounted for using the equity method | 13   | 406            | 486            |
| Property, infrastructure, plant and equipment                   | 18   | 240,610        | 235,502        |
| <b>Total non-current assets</b>                                 |      | <b>241,016</b> | <b>235,988</b> |
| <b>Total assets</b>                                             |      | <b>253,852</b> | <b>247,927</b> |
| <b>Liabilities</b>                                              |      |                |                |
| <b>Current liabilities</b>                                      |      |                |                |
| Trade and other payables                                        | 19   | 1,965          | 1,910          |
| Trust funds and deposits                                        | 20   | 295            | 242            |
| Provisions                                                      | 21   | 3,214          | 2,807          |
| Interest-bearing loans and borrowings                           | 22   | 412            | 305            |
| <b>Total current liabilities</b>                                |      | <b>5,886</b>   | <b>5,264</b>   |
| <b>Non-current liabilities</b>                                  |      |                |                |
| Provisions                                                      | 21   | 3,153          | 2,505          |
| Interest-bearing loans and borrowings                           | 22   | 3,745          | 2,157          |
| <b>Total non-current liabilities</b>                            |      | <b>6,898</b>   | <b>4,662</b>   |
| <b>Total liabilities</b>                                        |      | <b>12,784</b>  | <b>9,926</b>   |
| <b>Net Assets</b>                                               |      | <b>241,068</b> | <b>238,001</b> |
| <b>Equity</b>                                                   |      |                |                |
| Accumulated surplus                                             |      | 93,666         | 92,218         |
| Reserves                                                        | 23   | 147,402        | 145,783        |
| <b>Total Equity</b>                                             |      | <b>241,068</b> | <b>238,001</b> |

The above balance sheet should be read in conjunction with the accompanying notes.

Colac Otway Shire Council  
2009/2010 Financial Report

**Statement of Changes in Equity  
For the Year Ended 30 June 2010**

|                                                                                         | Note  | Asset          |                        |                        |                   |
|-----------------------------------------------------------------------------------------|-------|----------------|------------------------|------------------------|-------------------|
|                                                                                         |       | Total          | Accumulated<br>Surplus | Revaluation<br>Reserve | Other<br>Reserves |
|                                                                                         |       | 2010<br>\$'000 | 2010<br>\$'000         | 2010<br>\$'000         | 2010<br>\$'000    |
| Balance at beginning of the financial year                                              |       | 238,001        | 92,218                 | 141,508                | 4,275             |
| Comprehensive result                                                                    |       | 2,575          | 2,575                  |                        | -                 |
| Net asset revaluation increment                                                         |       | 554            |                        | 554                    |                   |
| Share of other comprehensive income of associates<br>accounted for by the equity method |       | (62)           |                        | (62)                   |                   |
| Transfers to other reserves                                                             | 23(b) | -              | (2,051)                | -                      | 2,051             |
| Transfers from other reserves                                                           | 23(b) | -              | 924                    | -                      | (924)             |
| <b>Balance at end of the financial year</b>                                             |       | <b>241,068</b> | <b>93,666</b>          | <b>142,000</b>         | <b>5,402</b>      |

|                                             | Note  | Asset          |                        |                        |                   |
|---------------------------------------------|-------|----------------|------------------------|------------------------|-------------------|
|                                             |       | Total          | Accumulated<br>Surplus | Revaluation<br>Reserve | Other<br>Reserves |
|                                             |       | 2009<br>\$'000 | 2009<br>\$'000         | 2009<br>\$'000         | 2009<br>\$'000    |
| Balance at beginning of the financial year  |       | 228,378        | 91,896                 | 133,730                | 2,752             |
| Comprehensive result                        |       | 1,845          | 1,845                  |                        | -                 |
| Net asset revaluation increment             |       | 7,778          |                        | 7,778                  |                   |
| Transfers to other reserves                 | 23(b) | -              | (2,067)                | -                      | 2,067             |
| Transfers from other reserves               | 23(b) | -              | 544                    | -                      | (544)             |
| <b>Balance at end of the financial year</b> |       | <b>238,001</b> | <b>92,218</b>          | <b>141,508</b>         | <b>4,275</b>      |

The above statement of changes in equity should be read with the accompanying notes.

Colac Otway Shire Council  
2009/2010 Financial Report

### Cash Flow Statement For the Year Ended 30 June 2010

|                                                                               | Note | 2010<br>Inflows/<br>(Outflows)<br>\$'000 | 2009<br>Inflows/<br>(Outflows)<br>\$'000 |
|-------------------------------------------------------------------------------|------|------------------------------------------|------------------------------------------|
| <b>Cash flows from operating activities</b>                                   |      |                                          |                                          |
| Rates                                                                         |      | 17,866                                   | 17,857                                   |
| User charges and other fines (inclusive of GST)                               |      | 4,271                                    | 3,590                                    |
| Grants (inclusive of GST)                                                     |      | 13,109                                   | 12,960                                   |
| Developer contributions (inclusive of GST)                                    |      | 888                                      | 717                                      |
| Reimbursements (inclusive of GST)                                             |      | 671                                      | -                                        |
| Interest                                                                      |      | 447                                      | 426                                      |
| Other receipts (inclusive of GST)                                             |      | 482                                      | -                                        |
| Net GST refund/payment                                                        |      | 1,779                                    | (67)                                     |
| Payments to suppliers (inclusive of GST)                                      |      | (14,183)                                 | (11,503)                                 |
| Payments to employees (including redundancies)                                |      | (11,798)                                 | (10,830)                                 |
| Other payments                                                                |      | (1,244)                                  | (1,841)                                  |
| <b>Net cash provided by (used in) operating activities</b>                    | 24   | <b><u>12,288</u></b>                     | <b><u>11,309</u></b>                     |
| <b>Cash flows from investing activities</b>                                   |      |                                          |                                          |
| Payments for property, infrastructure, plant and equipment (inclusive of GST) | 18   | (14,258)                                 | (8,027)                                  |
| Proceeds from sale of property, infrastructure, plant and equipment           |      | 473                                      | 760                                      |
| <b>Net cash provided by (used in) investing activities</b>                    |      | <b><u>(13,785)</u></b>                   | <b><u>(7,267)</u></b>                    |
| <b>Cash flows from financing activities</b>                                   |      |                                          |                                          |
| Finance costs                                                                 |      | (140)                                    | (211)                                    |
| Trust funds and deposits                                                      |      | 53                                       | (74)                                     |
| Proceeds from interest bearing loans and borrowings                           |      | 2,000                                    | -                                        |
| Repayment of interest bearing loans and borrowings                            |      | (305)                                    | (518)                                    |
| <b>Net cash provided by (used in) financing activities</b>                    |      | <b><u>1,608</u></b>                      | <b><u>(803)</u></b>                      |
| Net increase (decrease) in cash and cash equivalents                          |      | 111                                      | 3,239                                    |
| Cash and cash equivalents at the beginning of the financial year              |      | 9,651                                    | 6,412                                    |
| <b>Cash and cash equivalents at the end of the financial year</b>             | 25   | <b><u>9,762</u></b>                      | <b><u>9,651</u></b>                      |
| Financing arrangements                                                        | 26   |                                          |                                          |
| Restrictions on cash assets                                                   | 27   |                                          |                                          |

The above cash flow statement should be read with the accompanying notes.

Colac Otway Shire Council  
2009/2010 Financial Report

**Notes to the Financial Report  
For the Year Ended 30 June 2010**

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**Introduction**

- (a) The Colac Otway Shire Council was established by an Order of the Governor in Council on 20 September, 1994 and is a body corporate.  
The Council's main office is located at 2-6 Rae Street Colac Victoria 3250.
- (b) The purpose of the Council is to:
- provide for the peace, order and good government of its municipal district;
  - to promote the social, economic and environmental viability and sustainability of the municipal district;
  - to ensure that resources are used efficiently and effectively and services are provided in accordance with the Best Value Principles to best meet the needs of the local community;
  - to improve the overall quality of life of people in the local community;
  - to promote appropriate business and employment opportunities;
  - to ensure that services and facilities provided by the Council are accessible and equitable;
  - to ensure the equitable imposition of rates and charges; and
  - to ensure transparency and accountability in Council decision making.

This financial report is a general purpose financial report that consists of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Cash Flow Statement, and notes accompanying these financial statements. The general purpose financial report complies with Australian Accounting Standards, other authoritative pronouncements of the Australian Accounting Standards Board, the *Local Government Act* 1989, and the Local Government (Finance and Reporting) Regulations 2004.

**Note 1 Significant accounting policies**

(a) **Basis of accounting**

This financial report has been prepared on the accrual and going concern bases.

This financial report has been prepared under the historical cost convention, except where specifically stated in notes 1(g), 1(j) and 1(r).

Unless otherwise stated, all accounting policies are consistent with those applied in the prior year. Where appropriate, comparative figures have been amended to accord with current presentation, and disclosure has been made of any material changes to comparatives.

All entities controlled by Council that have material assets or liabilities, such as the Port of Apollo Bay, have been included in this financial report. All transactions between these entities and the Council have been eliminated in full. *Please see note 40 for further details.*

Colac Otway Shire Council  
2009/2010 Financial Report

**Notes to the Financial Report  
For the Year Ended 30 June 2010**

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**Note 1 Significant accounting policies (cont.)**

**(b) Revenue recognition**

*Rates, grants and contributions*

Rates, grants and contributions (including developer contributions) are recognised as revenues when the Council obtains control over the assets comprising these receipts.

Control over assets acquired from rates is obtained at the commencement of the rating year as it is an enforceable debt linked to the rateable property or, where earlier, upon receipt of the rates.

A provision for doubtful debts on rates has not been established as unpaid rates represents a charge against the rateable property that will be recovered when the property is next sold.

Control over granted assets is normally obtained upon their receipt (or acquittal) or upon earlier notification that a grant has been secured, and are valued at their fair value at the date of transfer.

Income is recognised when the Council obtains control of the contribution or the right to receive the contribution, it is probable that the economic benefits comprising the contribution will flow to the Council and the amount of the contribution can be measured reliably.

Where grants or contributions recognised as revenues during the financial year were obtained on condition that they be expended in a particular manner or used over a particular period and those conditions were undischarged at balance date, the unused grant or contribution is disclosed in note 4. The note also discloses the amount of unused grant or contribution from prior years that was expended on Council's operations during the current year.

A liability is recognised in respect of revenue that is reciprocal in nature to the extent that the requisite service has not been provided at balance date.

*User fees and fines*

User fees and fines (including parking fees and fines) are recognised as revenue when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs.

A provision for doubtful debts is recognised when collection in full is no longer probable.

*Sale of property, plant and equipment, infrastructure*

The profit or loss on sale of an asset is determined when control of the asset has irrevocably passed to the buyer.

*Trade and other receivables*

Receivables are carried at amortised cost using the effective interest rate method. A provision for doubtful debts is recognised when there is objective evidence that an impairment loss has occurred.

*Interest and rents*

Interest and rents are recognised as revenue on a proportional basis when the payment is due, the value of the payment is notified, or the payment is received, whichever first occurs.

**(c) Inventories**

Inventories held for distribution are measured at cost adjusted when applicable for any loss of service potential. Other inventories are measured at the lower of cost and net realisable value.

Colac Otway Shire Council  
2009/2010 Financial Report

**Notes to the Financial Report  
For the Year Ended 30 June 2010**

**Note 1 Significant accounting policies (cont.)**

**(d) Depreciation and amortisation of property, plant and equipment, infrastructure, intangibles**

Buildings, land improvements, plant and equipment, infrastructure, heritage assets, and other assets having limited useful lives are systematically depreciated over their useful lives to the Council in a manner which reflects consumption of the service potential embodied in those assets. Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually. Depreciation rates and methods are reviewed annually.

Where assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and residual values and a separate depreciation rate is determined for each component.

Road earthworks are not depreciated.

Straight line depreciation is charged based on the residual useful life as determined each year.

Major depreciation periods used are listed below and are consistent with the prior year unless otherwise stated:

|                                       | <b>Period</b>  |
|---------------------------------------|----------------|
| Property                              |                |
| Land                                  |                |
| land improvements                     | 10 - 100 years |
| Buildings                             |                |
| buildings                             | 50 - 100 years |
| building improvements                 | 50 - 100 years |
| Plant and Equipment                   |                |
| plant, machinery and equipment        | 3 - 10 years   |
| fixtures, fittings and furniture      | 3 - 21 years   |
| computers and telecommunications      | 5 - 10 years   |
| Infrastructure                        |                |
| Roads                                 |                |
| road pavements and seals              | 12 - 60 years  |
| road substructure                     | 12 - 60 years  |
| road formation and earthworks         | 50 - 100 years |
| road kerb, channel and minor culverts | 35 - 80 years  |
| Bridges                               |                |
| bridges deck                          | 50 - 70 years  |
| bridges substructure                  | 50 - 70 years  |
| footpaths and cycle ways              | 30 - 80 years  |
| drainage                              | 100 years      |
| aerodromes                            | 12 - 60 years  |
| off street car parks                  | 12 - 60 years  |

**(e) Repairs and maintenance**

Routine maintenance, repair costs, and minor renewal costs are expensed as incurred. Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed.

Colac Otway Shire Council  
2009/2010 Financial Report

Notes to the Financial Report  
For the Year Ended 30 June 2010

Note 1 Significant accounting policies (cont.)

(f) **Borrowing costs**

Borrowing costs are recognised as an expense in the period in which they are incurred, except where they are capitalised as part of a qualifying asset constructed by Council. Except where specific borrowings are obtained for the purpose of specific asset acquisition, the weighted average interest rate applicable to borrowings at balance date, excluding borrowings associated with superannuation, is used to determine the borrowing costs to be capitalised.

Borrowing costs include interest on bank overdrafts, interest on borrowings, and finance lease charges.

(g) **Recognition and measurement of assets**

Acquisition

The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the amount for which the asset could be exchanged between knowledgeable willing parties in an arm's length transaction.

Where assets are constructed by Council, cost includes all materials used in construction, direct labour, borrowing costs incurred during construction, and an appropriate share of directly attributable variable and fixed

The following classes of assets have been recognised in note 18. In accordance with Council's policy, the threshold limits detailed below have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year:

|                                       | Threshold<br>\$ |
|---------------------------------------|-----------------|
| Property                              |                 |
| Land                                  |                 |
| land                                  | 1,000           |
| land under roads                      | 1,000           |
| land improvements                     | 5,000           |
| Buildings                             |                 |
| buildings                             | 5,000           |
| Plant and Equipment                   |                 |
| plant, machinery and equipment        | 1,000           |
| fixtures, fittings and furniture      | 1,000           |
| leased plant and equipment            | 1,000           |
| Infrastructure                        |                 |
| Roads                                 |                 |
| road pavements and seals              | 10,000          |
| road substructure                     | 10,000          |
| road formation and earthworks         | 10,000          |
| road kerb, channel and minor culverts | 10,000          |
| Bridges                               |                 |
| bridges deck                          | 10,000          |
| bridges substructure                  | 10,000          |
| footpaths and cycle ways              | 10,000          |
| drainage                              | 10,000          |
| aerodromes                            | 10,000          |
| off street car parks                  | 10,000          |



Colac Otway Shire Council  
2009/2010 Financial Report

**Notes to the Financial Report  
For the Year Ended 30 June 2010**

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**Note 1 Significant accounting policies (cont.)**

**(g) Recognition and measurement of assets (cont.)**

Revaluation

Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment and land under roads, are measured at their fair value, being the amount for which the assets could be exchanged between knowledgeable willing parties in an arms length transaction. At balance date, the Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date the class of asset was revalued.

In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis ranging from 3 to 5 years. The valuation is performed either by experienced council officers or independent experts.

Where the assets are revalued, the revaluation increments are credited directly to the asset revaluation surplus except to the extent that an increment reverses a prior year decrement for that class of asset that had been recognised as an expense in which case the increment is recognised as revenue up to the amount of the expense. Revaluation decrements are recognised as an expense except where prior increments are included in the asset revaluation surplus for that class of asset in which case the decrement is taken to the reserve to the extent of the remaining increments. Within the same class of assets, revaluation increments and decrements within the year are offset.

Land under roads

Land under roads acquired after 30 June 2008 is brought to account using the cost basis. Council does not recognise land under roads that it controlled prior to that period in its financial report.

**(h) Cash and cash equivalents**

For the purposes of the cash flow statement, cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of three months or less, net of outstanding bank overdrafts.

**(i) Investments**

Investments, other than investments in associates, are measured at cost.

**(j) Accounting for investments in associates**

Council's investment in associates is accounted for by the equity method as the Council has the ability to influence rather than control the operations of the entities. The investment is initially recorded at the cost of acquisition and adjusted thereafter for post-acquisition changes in the Council's share of the net assets of the entities. The Council's share of the financial result of the entities is recognised in the Comprehensive Income Statement.

Colac Otway Shire Council  
2009/2010 Financial Report

**Notes to the Financial Report  
For the Year Ended 30 June 2010**

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**Note 1 Significant accounting policies (cont.)**

**(k) Tender deposits**

Amounts received as tender deposits and retention amounts controlled by Council are recognised as Trust funds until they are returned or forfeited (refer to note 20).

**(l) Employee benefits**

*Wages and salaries*

Liabilities for wages and salaries and rostered days off are recognised and measured as the amount unpaid at balance date and include appropriate oncosts such as workers compensation and payroll costs.

*Annual leave*

Annual leave entitlements are accrued on a pro rata basis in respect of services provided by employees up to balance date.

Annual leave expected to be paid within 12 months is measured at nominal value based on the amount, including appropriate oncosts, expected to be paid when settled.

Annual leave expected to be paid later than one year has been measured at the present value of the estimated future cash outflows to be made for these accrued entitlements. Commonwealth bond rates are used for discounting future cash flows.

*Long service leave*

Long service leave entitlements payable are assessed at balance date having regard to expected employee remuneration rates on settlement, employment related oncosts and other factors including accumulated years of employment, on settlement, and experience of employee departure per year of service.

Long service leave expected to be paid within 12 months is measured at nominal value based on the amount expected to be paid when settled.

Long service leave expected to be paid later than one year has been measured at the present value of the estimated future cash outflows to be made for these accrued entitlements. Commonwealth bond rates are used for discounting future cash flows.

*Classification of employee benefits*

An employee benefit liability is classified as a current liability if the Council does not have an unconditional right to defer settlement of the liability for at least 12 months after the end of the period. This would include all annual leave and unconditional long service leave entitlements.

*Superannuation*

A liability is recognised in respect of Council's present obligation to meet the unfunded obligations of defined benefit superannuation schemes to which its employees are members. The liability is defined as the Council's share of the scheme's unfunded position, being the difference between the present value of employees' accrued benefits and the net market value of the scheme's assets at balance date. The liability also includes applicable contributions tax of 17.65 %.

The superannuation expense for the reporting year is the amount of the statutory contribution the Council makes to the superannuation plan which provides benefits to its employees together with any movements (favourable/unfavourable) in the position of any defined benefits schemes. Details of these arrangements are recorded in note 28.

Colac Otway Shire Council  
2009/2010 Financial Report

**Notes to the Financial Report  
For the Year Ended 30 June 2010**

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**Note 1 Significant accounting policies (cont.)**

**(m) Leases**

*Finance leases*

Leases of assets where substantially all the risks and rewards incidental to ownership of the asset, are transferred to the Council are classified as finance leases. Finance leases are capitalised, recording an asset and a liability at the lower of the fair value of the asset and the present value of the minimum lease payments, including any guaranteed residual value. Lease payments are allocated between the reduction of the lease liability and the interest expense. Leased assets are depreciated on a straight line basis over their estimated useful lives to the Council where it is likely that the Council will obtain ownership of the asset or over the term of the lease, whichever is the shorter. Leased assets are currently being amortised over a 5 to 10 year period.

*Operating leases*

Lease payments for operating leases are required by the accounting standard to be recognised on a straight line basis, rather than expensed in the years in which they are incurred.

**(n) Allocation between current and non-current**

In the determination of whether an asset or liability is current or non-current, consideration is given to the time when each asset or liability is expected to be settled. The asset or liability is classified as current if it is expected to be settled within the next twelve months, being the Council's operational cycle, or if the Council does not have an unconditional right to defer settlement of a liability for at least 12 months after the reporting date.

**(o) Agreements equally proportionately unperformed**

The Council does not recognise assets and liabilities arising from agreements that are equally proportionately unperformed in the balance sheet. Such agreements are recognised on an 'as incurred' basis.

**(p) Web site costs**

Costs in relation to websites are charged as an expense in the period in which they are incurred.

**(q) Goods and Services Tax (GST)**

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Tax Office. In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense. Receivables and payables in the balance sheet are shown inclusive of GST.

Cash flows are presented in the cash flow statement on a gross basis, except for the GST component of investing and financing activities, which are disclosed as operating cash flows.

**(r) Impairment of assets**

At each reporting date, the Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the comprehensive income statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

**(s) Rounding**

Unless otherwise stated, amounts in the financial report have been rounded to the nearest thousand dollars. Figures in the financial statement may not equate due to rounding.

Colac Otway Shire Council  
2009/2010 Financial Report

Notes to the Financial Report  
For the Year Ended 30 June 2010

(t) Pending Accounting Standards

The following Australian Accounting Standards have been issued or amended and are applicable to the Council but are not yet effective.

They have not been adopted in preparation of the financial statements at reporting date.

| Standard / Interpretation                                                                                                                                  | Summary                                                                                                                                                                                                                                                                                           | Applicable for annual reporting periods beginning or ending on | Impact on Local Government financial statements                                                                                      |
|------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|
| AASB 2009-5 Further Amendments to Australian Accounting Standards arising from the Annual Improvements Project. [AASB 5, 8, 101, 107, 117, 118, 136 & 139] | Some amendments will result in accounting changes for presentation, recognition or measurement purposes, while other amendments will relate to terminology and editorial changes.                                                                                                                 | Beginning 1 Jan 2010                                           | Terminology and editorial changes. Impact minor.                                                                                     |
| AASB 2009-8 Amendments to Australian Accounting Standards – Group Cash-settled Share-based Payment Transactions. [AASB 2]                                  | The amendments clarify the scope of AASB 2.                                                                                                                                                                                                                                                       | Beginning 1 Jan 2010                                           | No impact. AASB 2 does not apply to Local Government, consequently this Standard does not apply.                                     |
| AASB 2009-9 Amendments to Australian Accounting Standards – Additional Exemptions for First-time Adopters [AASB 1]                                         | Applies to entities adopting Australian Accounting Standards for the first time, to ensure entities will not face undue cost or effort in the transition process in particular situations.                                                                                                        | Beginning 1 Jan 2010                                           | No impact. Relates only to first time adopters of Australian Accounting Standards.                                                   |
| AASB 2009-10 Amendments to Australian Accounting Standards – Classification of Rights Issues [AASB 132]                                                    | The Standard makes amendments to AASB 132, stating that rights issues must now be classed as equity rather than derivative liabilities.                                                                                                                                                           | Beginning 1 Feb 2010                                           | No impact. Local Government do not issue rights, warrants and options, consequently the amendment does not impact on the statements. |
| AASB 9 Financial Instruments                                                                                                                               | This standard simplifies requirements for the classification and measurement of financial assets, resulting from Phase 1 of the IASB's project to replace IAS 39 <i>Financial Instruments: Recognition and Measurement</i> (AASB 139 <i>Financial Instruments: Recognition and Measurement</i> ). | Beginning 1 Jan 2013                                           | Detail of impact is still being assessed.                                                                                            |

Colac Otway Shire Council  
2009/2010 Financial Report

Notes to the Financial Report  
For the Year Ended 30 June 2010

(t) Pending Accounting Standards (cont.)

|                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                     |                      |                                                                                                                                                                                                                                            |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| AASB 2009-11<br>Amendments to Australian Accounting Standards arising from AASB 9 [AASB 1, 3, 4, 5, 7, 101, 102, 108, 112, 118, 121, 127, 128, 131, 132, 136, 139, 1023 & 1038 and Interpretations 10 & 12] | This gives effect to consequential changes arising from the issuance of AASB 9.                                                                                                                                                                                                                                                     | Beginning 1 Jan 2013 | Detail of impact is still being assessed                                                                                                                                                                                                   |
| AASB 2009-12<br>Amendments to Australian Accounting Standards [AASBs 5, 8, 108, 110, 112, 119, 133, 137, 139, 1023 & 1031 and Interpretations 2, 4, 16, 1039 & 1052]                                        | This Standard amends AASB 8 to require an entity to exercise judgement in assessing whether a government and entities know to be under the control of that government are considered a single customer for purposes of certain operating segment disclosures. This Standard also makes numerous editorial amendments to other AASs. | Beginning 1 Jan 2011 | AASB 8 does not apply to Local Government therefore no impact expected. Otherwise, only editorial changes arising from amendments to other standards, no major impact. Impacts of editorial amendments are not expected to be significant. |
| AASB 2009-13<br>Amendments to Australian Accounting Standards arising from Interpretation 19. [AASB 1]                                                                                                      | Consequential amendment to AASB 1 arising from publication of Interpretation 19.                                                                                                                                                                                                                                                    | Beginning 1 Jul 2010 | Local Governments do not extinguish financial liabilities with equity instruments, therefore requirements of Interpretation 17 and related amendments have no impact.                                                                      |
| AASB 2009-14<br>Amendments to Australian Interpretation – Prepayments of a Minimum Funding Requirement [AASB Interpretation 14]                                                                             | Amendment to Interpretation 14 arising from the issuance of <i>Prepayments of a Minimum Funding Requirement</i> .                                                                                                                                                                                                                   | Beginning 1 Jan 2011 | Expected to have no significant impact.                                                                                                                                                                                                    |

(u) Contingent assets and contingent liabilities and commitments

Contingent assets and contingent liabilities are not recognised in the Balance Sheet, but are disclosed by way of a note and, if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable respectively.

Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value and inclusive of the GST payable.

Colac Otway Shire Council  
2009/2010 Financial Report

**Notes to the Financial Report  
For the Year Ended 30 June 2010**

|                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>2010</b>   | <b>2009</b>   |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|---------------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>\$'000</b> | <b>\$'000</b> |
| <b>Note 2 Rates and charges</b>                                                                                                                                                                                                                                                                                                                                                                                                                       |               |               |
| <p>Council uses Capital Improved Value as the basis of valuation of all properties within the municipal district. The Capital Improved Value of a property is its value as assessed by independent valuation undertaken every two (2) years.</p> <p>The valuation base used to calculate general rates for 2009/2010 was \$4,886 million (2008-2009 \$4,864 million). Council applied a differential rating regime to the capital improved value.</p> |               |               |
| Residential                                                                                                                                                                                                                                                                                                                                                                                                                                           | 7,710         | 7,397         |
| Farm                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 4,191         | 3,745         |
| Commercial/Industrial                                                                                                                                                                                                                                                                                                                                                                                                                                 | 2,438         | 2,313         |
| Garbage charge                                                                                                                                                                                                                                                                                                                                                                                                                                        | 2,213         | 2,142         |
| Municipal charge                                                                                                                                                                                                                                                                                                                                                                                                                                      | 1,984         | 2,005         |
| Special rates and charges                                                                                                                                                                                                                                                                                                                                                                                                                             | 23            | -             |
| <b>Total rates and charges</b>                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>18,559</b> | <b>17,602</b> |

The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2010, and the valuation will be first applied in the rating year commencing 1 July 2010.

The date of the previous general revaluation of land for rating purposes within the municipal district was 1 January 2008, and the valuation first applied to the rating period commencing 1 July 2008.

**Note 3 User fees**

|                                                    |              |              |
|----------------------------------------------------|--------------|--------------|
| Special charge schemes                             | 764          | -            |
| Bluewater fitness centre fees                      | 687          | 784          |
| Colac livestock selling centre fees                | 507          | 550          |
| Colac Otway performing arts & cultural centre fees | 396          | 417          |
| Home care and delivered meals fees                 | 360          | 412          |
| Town planning and building fees                    | 335          | 302          |
| Visitor information centre fees                    | 321          | 356          |
| Parking, animal control and local laws fees        | 236          | 344          |
| Waste disposal fees                                | 171          | 162          |
| Council properties fees and rental                 | 137          | 116          |
| Private works fees                                 | -            | 59           |
| Other fees and charges                             | 353          | 353          |
| <b>Total user fees</b>                             | <b>4,267</b> | <b>3,855</b> |

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|                                                    | 2010          | 2009          |
|----------------------------------------------------|---------------|---------------|
|                                                    | \$'000        | \$'000        |
| <b>Note 4 Grants</b>                               |               |               |
| Grants were received in respect of the following : |               |               |
| <b>Summary of grants</b>                           |               |               |
| Operating grants                                   |               |               |
| Federally funded grants                            | 5,309         | 6,257         |
| State funded grants                                | 4,513         | 2,704         |
| Others                                             | 205           | 0             |
| Total operating grants                             | <u>10,027</u> | <u>8,961</u>  |
| Capital grants                                     |               |               |
| Federally funded grants                            | 1,501         | 1,605         |
| State funded grants                                | 738           | 2,500         |
| Others                                             | 10            | 0             |
| Total capital grants                               | <u>2,249</u>  | <u>4,105</u>  |
| Total                                              | <u>12,276</u> | <u>13,066</u> |
| <b>Recurrent</b>                                   |               |               |
| Victoria Grants Commission - untied base grant     | 3,068         | 3,638         |
| Victoria Grants Commission - local roads grant     | 2,168         | 2,619         |
| Aged and home care                                 | 1,210         | 998           |
| Port of Apollo Bay operational subsidy             | 828           | 637           |
| Transport infrastructure                           | 445           | -             |
| Regional development                               | 373           | 23            |
| Maternal and child health                          | 181           | 227           |
| Rates concessions                                  | 180           | -             |
| Transport connections                              | 131           | 128           |
| Community transport                                | 74            | 72            |
| Rural access                                       | 64            | 62            |
| Environment initiatives                            | 37            | -             |
| Preventative services                              | 18            | 29            |
| SES operations                                     | 18            | 11            |
| School crossing supervisors                        | 17            | 34            |
| Recreation                                         | 13            | -             |
| Family day care                                    | -             | 403           |
| Meeting place                                      | -             | 45            |
| Senior citizen centres                             | -             | 21            |
| Other                                              | 128           | 14            |
| Total recurrent                                    | <u>8,953</u>  | <u>8,961</u>  |
| <b>Non-recurrent</b>                               |               |               |
| Commonwealth Government - R2R                      | 1,386         | 1,202         |
| Recreation                                         | 1,234         | 912           |
| Roads                                              | 617           | 787           |
| Transport                                          | 86            | 16            |
| Commonwealth Government - RLICP                    | -             | 300           |
| Economic development                               | -             | 50            |
| Environment                                        | -             | 149           |
| Planning & community development                   | -             | 158           |
| Health and children                                | -             | 80            |
| Port of Apollo Bay                                 | -             | 235           |
| Waste management                                   | -             | 40            |
| Other                                              | -             | 176           |
| <b>Total non-recurrent</b>                         | <u>3,323</u>  | <u>4,105</u>  |

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|                                                                                                                                                                      | 2010         | 2009         |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|--------------|
|                                                                                                                                                                      | \$'000       | \$'000       |
| <b>Note 4 Grants (cont.)</b>                                                                                                                                         |              |              |
| Conditions on grants                                                                                                                                                 |              |              |
| Grants recognised as revenue during the year that were obtained on condition that they be expended in a specified manner that had not occurred at balance date were: |              |              |
| Community health                                                                                                                                                     | 42           | 110          |
| Roads related                                                                                                                                                        | 86           | -            |
| Economic development                                                                                                                                                 | -            | 43           |
| Environment                                                                                                                                                          | 70           | 23           |
| Recreation                                                                                                                                                           | 123          | 153          |
| Other                                                                                                                                                                | -            | 118          |
| <b>Total</b>                                                                                                                                                         | <b>321</b>   | <b>447</b>   |
| Grants which were recognised as revenue in prior years and were expended during the current year in the manner specified by the grantor were:                        |              |              |
| Community health                                                                                                                                                     | 110          | 69           |
| Roads related                                                                                                                                                        | -            | 267          |
| Economic Development                                                                                                                                                 | 43           | 73           |
| Environment                                                                                                                                                          | 23           | -            |
| Recreation                                                                                                                                                           | 153          | 125          |
| Other                                                                                                                                                                | 118          | 235          |
| <b>Total</b>                                                                                                                                                         | <b>447</b>   | <b>769</b>   |
| Net increase (decrease) in restricted assets resulting from grant revenues for the year:                                                                             | <b>(126)</b> | <b>(322)</b> |
| <b>Note 5 Contributions</b>                                                                                                                                          |              |              |
| <b>(a) Cash</b>                                                                                                                                                      |              |              |
| Roads                                                                                                                                                                | 324          | 210          |
| Community & health care                                                                                                                                              | 252          | -            |
| Recreational, leisure and community facilities                                                                                                                       | 119          | 41           |
| Parks, open space and streetscapes                                                                                                                                   | -            | 38           |
| Other                                                                                                                                                                | 112          | 108          |
| <b>Total</b>                                                                                                                                                         | <b>807</b>   | <b>397</b>   |
| <b>(b) Non-monetary assets</b>                                                                                                                                       |              |              |
| Roads                                                                                                                                                                | 248          | 213          |
| Drainage                                                                                                                                                             | 155          | 208          |
| Land under roads                                                                                                                                                     | 86           | 89           |
| Bridges                                                                                                                                                              | 75           | -            |
| Footpaths and trails                                                                                                                                                 | -            | 200          |
| Other                                                                                                                                                                | -            | 82           |
| <b>Total</b>                                                                                                                                                         | <b>564</b>   | <b>792</b>   |
| <b>Total contributions</b>                                                                                                                                           | <b>1,371</b> | <b>1,189</b> |
| <b>Note 6 Reimbursements</b>                                                                                                                                         |              |              |
| Family day care                                                                                                                                                      | 288          | -            |
| Insurances                                                                                                                                                           | 224          | -            |
| Legal recoveries                                                                                                                                                     | 1,133        | -            |
| Administration fees                                                                                                                                                  | -            | 69           |
| Other                                                                                                                                                                | 65           | 33           |
| <b>Total</b>                                                                                                                                                         | <b>1,710</b> | <b>102</b>   |



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|                                              | 2010          | 2009          |
|----------------------------------------------|---------------|---------------|
|                                              | \$'000        | \$'000        |
| <b>Note 7 Other income</b>                   |               |               |
| Interest                                     | 278           | 293           |
| Interest on rates                            | 169           | 133           |
| Vic Roads                                    | 98            | 91            |
| Local laws                                   | 42            | -             |
| Private works                                | 37            | -             |
| Other                                        | 261           | -             |
| <b>Total other income</b>                    | <b>885</b>    | <b>517</b>    |
| <b>Note 8 Employee benefits</b>              |               |               |
| Wages and salaries                           | 9,894         | 8,329         |
| Workcover                                    | 300           | 299           |
| Casual staff                                 | 238           | 644           |
| Annual leave and long service leave          | 923           | 754           |
| Superannuation                               | 896           | 862           |
| Fringe benefits tax                          | 89            | 81            |
| Other                                        | 47            | 281           |
| <b>Total employee benefits</b>               | <b>12,387</b> | <b>11,250</b> |
| <b>Note 9 Materials and services</b>         |               |               |
| Contract and materials payments              | 10,605        | 12,879        |
| Plant and equipment maintenance              | 1,029         | 396           |
| Utilities                                    | 621           | 474           |
| Insurances                                   | 334           | 245           |
| <b>Total materials and services</b>          | <b>12,589</b> | <b>13,994</b> |
| <b>Note 10 Depreciation and amortisation</b> |               |               |
| <i>Property</i>                              |               |               |
| Land                                         |               |               |
| Land improvements                            | 244           | 235           |
| Buildings                                    |               |               |
| Buildings                                    | 1,127         | 1,268         |
| Other structures                             | -             | -             |
| <i>Plant and Equipment</i>                   |               |               |
| Plant, and minor equipment                   | 825           | 860           |
| Fixed plant, furniture and equipment         | 202           | 198           |
| Leased plant and equipment                   | -             | 23            |
| <i>Infrastructure</i>                        |               |               |
| Roads                                        | 4,874         | 5,237         |
| Bridges                                      | 254           | 253           |
| Footpaths and cycle ways                     | 192           | 167           |
| Drainage                                     | 243           | 240           |
| Kerb and channel                             | 448           | 421           |
| <b>Total depreciation and amortisation</b>   | <b>8,409</b>  | <b>8,902</b>  |

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|                                                                                                                                                                                                                                            | 2010         | 2009        |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-------------|
|                                                                                                                                                                                                                                            | \$'000       | \$'000      |
| <b>Note 11 Finance costs</b>                                                                                                                                                                                                               |              |             |
| Interest - Borrowings                                                                                                                                                                                                                      | 140          | 184         |
| Interest - Finance leases                                                                                                                                                                                                                  | -            | 1           |
| <b>Total finance costs</b>                                                                                                                                                                                                                 | <b>140</b>   | <b>185</b>  |
| <b>Note 12 Other expenses</b>                                                                                                                                                                                                              |              |             |
| Auditors' remuneration                                                                                                                                                                                                                     | 43           | 56          |
| Bad debts written off                                                                                                                                                                                                                      | 11           | -           |
| Councillors' allowances                                                                                                                                                                                                                    | 220          | 233         |
| Grants and donations paid                                                                                                                                                                                                                  | 709          | 142         |
| Legal settlement                                                                                                                                                                                                                           | 1,675        | 0           |
| Other                                                                                                                                                                                                                                      | 229          | 193         |
| <b>Total other expenses</b>                                                                                                                                                                                                                | <b>2,887</b> | <b>624</b>  |
| <b>Note 13 Investment in associates</b>                                                                                                                                                                                                    |              |             |
| Investments in associates accounted for by the equity method are:                                                                                                                                                                          |              |             |
| - Corangamite regional library corporation                                                                                                                                                                                                 | 406          | 486         |
| <b>Total</b>                                                                                                                                                                                                                               | <b>406</b>   | <b>486</b>  |
| <b>Corangamite regional library corporation</b>                                                                                                                                                                                            |              |             |
| <i>Background</i>                                                                                                                                                                                                                          |              |             |
| The Corangamite Regional Library Corporation is a corporation owned by four (4) councils: Colac Otway Shire, Corangamite Shire, Moyne Shire and Warrnambool City. Colac Otway Shire currently has a 24.4% equity interest (2008/09 24.42%) |              |             |
| <i>Council's share of accumulated surplus(deficit)</i>                                                                                                                                                                                     |              |             |
| Council's share of accumulated surplus(deficit) at start of year                                                                                                                                                                           | (35)         | (63)        |
| Reported surplus(deficit) for year                                                                                                                                                                                                         | (18)         | 28          |
| Transfers (to) from reserves                                                                                                                                                                                                               | 7            | -           |
| Distributions for the year                                                                                                                                                                                                                 | -            | -           |
| Council's share of accumulated surplus(deficit) at end of year                                                                                                                                                                             | <b>(46)</b>  | <b>(35)</b> |
| <i>Council's share of reserves</i>                                                                                                                                                                                                         |              |             |
| Council's share of reserves at start of year                                                                                                                                                                                               | 521          | 521         |
| Transfers (to) from reserves                                                                                                                                                                                                               | (7)          | -           |
| Council's share of asset revaluation reserve                                                                                                                                                                                               | (62)         | -           |
| Council's share of reserves at end of year                                                                                                                                                                                                 | <b>452</b>   | <b>521</b>  |
| <i>Movement in carrying value of specific investment</i>                                                                                                                                                                                   |              |             |
| Carrying value of investment at start of year                                                                                                                                                                                              | 486          | 458         |
| Share of surplus(deficit) for year                                                                                                                                                                                                         | (18)         | 28          |
| Share of asset revaluation                                                                                                                                                                                                                 | (62)         | -           |
| Distributions received                                                                                                                                                                                                                     | -            | -           |
| Carrying value of investment at end of year                                                                                                                                                                                                | <b>406</b>   | <b>486</b>  |

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|                                                                                                                                                          | 2010         | 2009         |
|----------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|--------------|
|                                                                                                                                                          | \$'000       | \$'000       |
| <b>Note 14 Cash and cash equivalents</b>                                                                                                                 |              |              |
| Cash on hand                                                                                                                                             | 7            | 7            |
| Cash at bank                                                                                                                                             | 8,455        | 8,317        |
| Money market call account                                                                                                                                | 1,300        | 1,327        |
| <b>Total cash and cash equivalents</b>                                                                                                                   | <u>9,762</u> | <u>9,651</u> |
| Users of the financial report should refer to Note 27 for details of restrictions on cash assets and Note 29 for details of existing Council commitments |              |              |
| <b>Note 15 Trade and other receivables</b>                                                                                                               |              |              |
| <b>Current</b>                                                                                                                                           |              |              |
| Rates debtors                                                                                                                                            | 1,086        | 393          |
| Government grants                                                                                                                                        | 314          | 523          |
| Special charge schemes                                                                                                                                   | 370          | 256          |
| Loans and advances to community organisations                                                                                                            | 26           | -            |
| Other debtors                                                                                                                                            | 771          | 633          |
| Net GST receivable                                                                                                                                       | 118          | 250          |
| <b>Total trade and other receivables</b>                                                                                                                 | <u>2,685</u> | <u>2,055</u> |
| <b>Note 16 Inventories</b>                                                                                                                               |              |              |
| Inventories held for distribution                                                                                                                        | 28           | 35           |
| Inventories held for sale                                                                                                                                | 69           | 59           |
| <b>Total inventories</b>                                                                                                                                 | <u>97</u>    | <u>94</u>    |
| <b>Note 17 Other assets</b>                                                                                                                              |              |              |
| <b>Current</b>                                                                                                                                           |              |              |
| Prepayments                                                                                                                                              | 186          | 139          |
| Accrued income                                                                                                                                           | 106          | -            |
| <b>Total</b>                                                                                                                                             | <u>292</u>   | <u>139</u>   |

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|                                                              | 2010           | 2009           |
|--------------------------------------------------------------|----------------|----------------|
|                                                              | \$'000         | \$'000         |
| <b>Note 18 Property, infrastructure, plant and equipment</b> |                |                |
| <b>Summary</b>                                               |                |                |
| at cost                                                      | 29,079         | 19,682         |
| Less accumulated depreciation                                | 7,601          | 5,626          |
|                                                              | <b>21,478</b>  | <b>14,056</b>  |
| at fair value                                                | 91,906         | 82,884         |
| Less accumulated depreciation                                | 32,953         | 24,012         |
|                                                              | <b>58,953</b>  | <b>58,872</b>  |
| at council valuation                                         | 225,646        | 222,127        |
| Less accumulated depreciation                                | 65,467         | 59,553         |
|                                                              | <b>160,179</b> | <b>162,574</b> |
| <b>Total</b>                                                 | <b>240,610</b> | <b>235,502</b> |
| <b>Property</b>                                              |                |                |
| <b>Land</b>                                                  |                |                |
| at cost                                                      | 525            |                |
| at fair value as at 1 July 2008                              | -              | 29,571         |
| at fair value as at 30 June 2010                             | 31,545         | -              |
|                                                              | <b>32,070</b>  | <b>29,571</b>  |
| <b>Land under roads</b>                                      |                |                |
| at cost                                                      | 175            | 89             |
|                                                              | <b>175</b>     | <b>89</b>      |
| <b>Land improvements</b>                                     |                |                |
| at cost                                                      | 2,709          | 1,873          |
| Less accumulated depreciation                                | 226            | 178            |
|                                                              | <b>2,483</b>   | <b>1,695</b>   |
| at council valuation as at 30 June 2005                      | 2,932          | 3,004          |
| Less accumulated depreciation                                | 2,422          | 2,236          |
|                                                              | <b>510</b>     | <b>768</b>     |
| <b>Total Land</b>                                            | <b>35,238</b>  | <b>32,123</b>  |
| <b>Buildings</b>                                             |                |                |
| at cost                                                      | -              | 624            |
| Less accumulated depreciation                                | -              | 3              |
|                                                              | <b>-</b>       | <b>621</b>     |
| at fair value as at 1 July 2008                              | -              | 53,313         |
| Less accumulated depreciation                                | -              | 24,012         |
|                                                              | <b>-</b>       | <b>29,301</b>  |
| at fair value as at 30 June 2010                             | 60,361         | -              |
| Less Accumulated depreciation                                | 32,953         | -              |
|                                                              | <b>27,408</b>  | <b>-</b>       |
| <b>Total Buildings</b>                                       | <b>27,408</b>  | <b>29,922</b>  |
| <b>Total Property</b>                                        | <b>62,646</b>  | <b>62,045</b>  |

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|                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 2010           | 2009           |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|----------------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                              | \$'000         | \$'000         |
| <b>Note 18 Property, infrastructure, plant and equipment (cont.)</b>                                                                                                                                                                                                                                                                                                                                                                                         |                |                |
| Valuation of land (excluding land under roads) and buildings were undertaken by the qualified independent valuers from the valuation firm Landlink Opteon. The valuation of buildings is at fair value based on current replacement cost less accumulated depreciation at the date of valuation. The valuation of land is at fair value, being market value based on highest and best use permitted by relevant land planning provisions as at 30 June 2010. |                |                |
| Land under roads is valued at deemed cost. Deemed cost is based on using site values adjusted for englobo (undeveloped and/or unserviced) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services.                                                                                                                                                                                      |                |                |
| <b>Plant and Equipment</b>                                                                                                                                                                                                                                                                                                                                                                                                                                   |                |                |
| <b>Plant and minor equipment</b>                                                                                                                                                                                                                                                                                                                                                                                                                             |                |                |
| at cost                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 8,943          | 8,421          |
| Less accumulated depreciation                                                                                                                                                                                                                                                                                                                                                                                                                                | 4,889          | 4,675          |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <u>4,054</u>   | <u>3,746</u>   |
| <b>Fixed plant, furniture and equipment</b>                                                                                                                                                                                                                                                                                                                                                                                                                  |                |                |
| at cost                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 1,860          | 2,074          |
| Less accumulated depreciation                                                                                                                                                                                                                                                                                                                                                                                                                                | 719            | 666            |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <u>1,141</u>   | <u>1,408</u>   |
| <b>Total Plant and Equipment</b>                                                                                                                                                                                                                                                                                                                                                                                                                             | <u>5,195</u>   | <u>5,154</u>   |
| <b>Infrastructure</b>                                                                                                                                                                                                                                                                                                                                                                                                                                        |                |                |
| <b>Roads</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                |                |
| at cost                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 9,295          | 4,968          |
| Less accumulated depreciation                                                                                                                                                                                                                                                                                                                                                                                                                                | 1,749          | 36             |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <u>7,546</u>   | <u>4,932</u>   |
| at council valuation as at 30 June 2008                                                                                                                                                                                                                                                                                                                                                                                                                      | 157,376        | 157,376        |
| Less accumulated depreciation                                                                                                                                                                                                                                                                                                                                                                                                                                | 39,387         | 36,225         |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <u>117,989</u> | <u>121,151</u> |
| <b>Bridges</b>                                                                                                                                                                                                                                                                                                                                                                                                                                               |                |                |
| at cost                                                                                                                                                                                                                                                                                                                                                                                                                                                      | -              | 664            |
| Less accumulated depreciation                                                                                                                                                                                                                                                                                                                                                                                                                                | -              | 60             |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <u>-</u>       | <u>604</u>     |
| at council valuation as at 30 June 2006                                                                                                                                                                                                                                                                                                                                                                                                                      | -              | 15,223         |
| Less accumulated depreciation                                                                                                                                                                                                                                                                                                                                                                                                                                | -              | 4,295          |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <u>-</u>       | <u>10,928</u>  |
| at council valuation as at 30 June 2010                                                                                                                                                                                                                                                                                                                                                                                                                      | 16,833         | -              |
| Less accumulated depreciation                                                                                                                                                                                                                                                                                                                                                                                                                                | 5,557          | -              |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <u>11,276</u>  | <u>-</u>       |
| <b>Footpaths and cycle ways</b>                                                                                                                                                                                                                                                                                                                                                                                                                              |                |                |
| at cost                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 510            | -              |
| Less accumulated depreciation                                                                                                                                                                                                                                                                                                                                                                                                                                | 13             | -              |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <u>497</u>     | <u>-</u>       |
| at council valuation as at 30 June 2009                                                                                                                                                                                                                                                                                                                                                                                                                      | 8,251          | 8,311          |
| Less accumulated depreciation                                                                                                                                                                                                                                                                                                                                                                                                                                | 3,140          | 2,998          |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <u>5,111</u>   | <u>5,313</u>   |
| <b>Drainage</b>                                                                                                                                                                                                                                                                                                                                                                                                                                              |                |                |
| at cost                                                                                                                                                                                                                                                                                                                                                                                                                                                      | -              | 569            |
| Less accumulated depreciation                                                                                                                                                                                                                                                                                                                                                                                                                                | -              | 8              |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <u>-</u>       | <u>561</u>     |
| at council valuation as at 30 June 2007                                                                                                                                                                                                                                                                                                                                                                                                                      | -              | 18,527         |
| Less accumulated depreciation                                                                                                                                                                                                                                                                                                                                                                                                                                | -              | 6,905          |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <u>-</u>       | <u>11,622</u>  |
| at council valuation as at 30 June 2010                                                                                                                                                                                                                                                                                                                                                                                                                      | 20,568         | -              |
| Less accumulated depreciation                                                                                                                                                                                                                                                                                                                                                                                                                                | 7,625          | -              |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <u>12,943</u>  | <u>-</u>       |

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| Note 18 <i>Property, infrastructure, plant and equipment (cont.)</i>                                                     | 2010<br>\$'000 | 2009<br>\$'000 |
|--------------------------------------------------------------------------------------------------------------------------|----------------|----------------|
| <b>Kerb and channelling</b>                                                                                              |                |                |
| at cost                                                                                                                  | 73             | -              |
| Less accumulated depreciation                                                                                            | 5              | -              |
|                                                                                                                          | <u>68</u>      | <u>-</u>       |
| at council valuation as at 30 June 2009                                                                                  | 19,686         | 19,686         |
| Less accumulated depreciation                                                                                            | 7,336          | 6,894          |
|                                                                                                                          | <u>12,350</u>  | <u>12,792</u>  |
| <b>Total Infrastructure</b>                                                                                              | <u>167,780</u> | <u>167,903</u> |
| Valuation of infrastructure assets has been determined in accordance with a valuation undertaken by Adam Lehmann (BEng). |                |                |
| The valuation is at fair value based on replacement cost less accumulated depreciation as at the date of valuation.      |                |                |
| <b>Works in progress</b>                                                                                                 |                |                |
| Buildings at cost                                                                                                        | 4,782          | 400            |
| Land                                                                                                                     | 75             | -              |
| Roads at cost                                                                                                            | 10             | -              |
| Footpaths                                                                                                                | 23             | -              |
| Land improvements                                                                                                        | 99             | -              |
| <b>Total works in progress</b>                                                                                           | <u>4,989</u>   | <u>400</u>     |
| <b>Total property, infrastructure, plant and equipment</b>                                                               | <u>240,610</u> | <u>235,502</u> |

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Note 1f Property, plant and equipment, infrastructure (cont.)

| 2010                                                       | Balance at beginning of financial year<br>(a)<br>\$'000 | Acquisition of assets<br>\$'000 | Revaluation increments (decrements)<br>(note 23)<br>\$'000 | Depreciation and amortisation<br>(note 10)<br>\$'000 | Written down value of disposals<br>\$'000 | Assets written off recognised in profit or loss<br>\$'000 | Non-monetary assets contributed<br>\$'000 | Transfers<br>\$'000 | Balance at end of financial year<br>\$'000 |
|------------------------------------------------------------|---------------------------------------------------------|---------------------------------|------------------------------------------------------------|------------------------------------------------------|-------------------------------------------|-----------------------------------------------------------|-------------------------------------------|---------------------|--------------------------------------------|
| <b>Property</b>                                            |                                                         |                                 |                                                            |                                                      |                                           |                                                           |                                           |                     |                                            |
| Land                                                       | 29,571                                                  | 525                             | 1,976                                                      | -                                                    | (2)                                       | -                                                         | -                                         | -                   | 32,070                                     |
| Land under roads                                           | 89                                                      | -                               | -                                                          | -                                                    | -                                         | -                                                         | 86                                        | -                   | 175                                        |
| Land improvements                                          | 2,463                                                   | 784                             | -                                                          | (244)                                                | -                                         | (10)                                                      | -                                         | -                   | 2,993                                      |
| <b>Total land</b>                                          | <b>32,123</b>                                           | <b>1,309</b>                    | <b>1,976</b>                                               | <b>(244)</b>                                         | <b>(2)</b>                                | <b>(10)</b>                                               | <b>86</b>                                 | <b>-</b>            | <b>35,238</b>                              |
| Buildings                                                  | 29,922                                                  | 624                             | (2,011)                                                    | (1,127)                                              | -                                         | -                                                         | -                                         | -                   | 27,408                                     |
| <b>Total Buildings</b>                                     | <b>29,922</b>                                           | <b>624</b>                      | <b>(2,011)</b>                                             | <b>(1,127)</b>                                       | <b>-</b>                                  | <b>-</b>                                                  | <b>-</b>                                  | <b>-</b>            | <b>27,408</b>                              |
| <b>Total Property</b>                                      | <b>62,045</b>                                           | <b>1,933</b>                    | <b>(35)</b>                                                | <b>(1,371)</b>                                       | <b>(2)</b>                                | <b>(10)</b>                                               | <b>86</b>                                 | <b>-</b>            | <b>62,646</b>                              |
| <b>Plant and Equipment</b>                                 |                                                         |                                 |                                                            |                                                      |                                           |                                                           |                                           |                     |                                            |
| Plant and minor equipment                                  | 3,746                                                   | 1,484                           | -                                                          | (825)                                                | (348)                                     | (3)                                                       | -                                         | -                   | 4,054                                      |
| Fixed plant, furniture and equipment                       | 1,408                                                   | 42                              | -                                                          | (202)                                                | (22)                                      | (85)                                                      | -                                         | -                   | 1,141                                      |
| <b>Total Plant and equipment</b>                           | <b>5,154</b>                                            | <b>1,526</b>                    | <b>-</b>                                                   | <b>(1,027)</b>                                       | <b>(370)</b>                              | <b>(88)</b>                                               | <b>-</b>                                  | <b>-</b>            | <b>5,195</b>                               |
| <b>Infrastructure</b>                                      |                                                         |                                 |                                                            |                                                      |                                           |                                                           |                                           |                     |                                            |
| Roads                                                      | 126,083                                                 | 4,151                           | -                                                          | (4,874)                                              | -                                         | -                                                         | 175                                       | -                   | 125,535                                    |
| Bridges                                                    | 11,532                                                  | 160                             | (237)                                                      | (254)                                                | -                                         | -                                                         | 75                                        | -                   | 11,276                                     |
| Footpaths and cycle ways                                   | 5,313                                                   | 494                             | -                                                          | (192)                                                | -                                         | (23)                                                      | 16                                        | -                   | 5,608                                      |
| Drainage                                                   | 12,183                                                  | 22                              | 826                                                        | (243)                                                | -                                         | -                                                         | 155                                       | -                   | 12,943                                     |
| Kerb and channelling                                       | 12,792                                                  | 17                              | -                                                          | (448)                                                | -                                         | -                                                         | 57                                        | -                   | 12,418                                     |
| <b>Total Infrastructure</b>                                | <b>167,903</b>                                          | <b>4,844</b>                    | <b>589</b>                                                 | <b>(6,011)</b>                                       | <b>-</b>                                  | <b>(23)</b>                                               | <b>478</b>                                | <b>-</b>            | <b>167,780</b>                             |
| <b>Works in progress (a)</b>                               |                                                         |                                 |                                                            |                                                      |                                           |                                                           |                                           |                     |                                            |
| Buildings                                                  | 400                                                     | 4,382                           | -                                                          | -                                                    | -                                         | -                                                         | -                                         | -                   | 4,782                                      |
| Land                                                       | -                                                       | 75                              | -                                                          | -                                                    | -                                         | -                                                         | -                                         | -                   | 75                                         |
| Roads                                                      | -                                                       | 10                              | -                                                          | -                                                    | -                                         | -                                                         | -                                         | -                   | 10                                         |
| Footpaths                                                  | -                                                       | 23                              | -                                                          | -                                                    | -                                         | -                                                         | -                                         | -                   | 23                                         |
| Land improvements                                          | -                                                       | 99                              | -                                                          | -                                                    | -                                         | -                                                         | -                                         | -                   | 99                                         |
| <b>Total Works in progress</b>                             | <b>400</b>                                              | <b>4,589</b>                    | <b>-</b>                                                   | <b>-</b>                                             | <b>-</b>                                  | <b>-</b>                                                  | <b>-</b>                                  | <b>-</b>            | <b>4,989</b>                               |
| <b>Total property, plant and equipment, infrastructure</b> | <b>235,502</b>                                          | <b>12,892</b>                   | <b>554</b>                                                 | <b>(8,409)</b>                                       | <b>(372)</b>                              | <b>(121)</b>                                              | <b>564</b>                                | <b>-</b>            | <b>240,610</b>                             |

(a) Work in progress

Opening balance of buildings work in progress has been isolated from building costs and was not yet capitalised at year end.

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Note 18 Property, plant and equipment, infrastructure (cont.)

| 2009                                                       | Balance at beginning of financial year | Acquisition of assets | Revaluation increments (decrements) (note 23) | Depreciation and amortisation (note 10) | Written down value of disposals | Impairment losses recognised in profit or loss (a) | Non-monetary assets contributed | Transfers | Balance at end of financial year |
|------------------------------------------------------------|----------------------------------------|-----------------------|-----------------------------------------------|-----------------------------------------|---------------------------------|----------------------------------------------------|---------------------------------|-----------|----------------------------------|
|                                                            | \$'000                                 | \$'000                | \$'000                                        | \$'000                                  | \$'000                          | \$'000                                             | \$'000                          | \$'000    | \$'000                           |
| <b>Property</b>                                            |                                        |                       |                                               |                                         |                                 |                                                    |                                 |           |                                  |
| Land                                                       | 29,784                                 | -                     | 182                                           | -                                       | (395)                           | -                                                  | -                               | -         | 29,571                           |
| Land under roads                                           | -                                      | -                     | -                                             | -                                       | -                               | -                                                  | 89                              | -         | 89                               |
| Land improvements                                          | 2,602                                  | 96                    | -                                             | (235)                                   | -                               | -                                                  | -                               | -         | 2,463                            |
| <b>Total land</b>                                          | <b>32,386</b>                          | <b>96</b>             | <b>182</b>                                    | <b>(235)</b>                            | <b>(395)</b>                    | <b>-</b>                                           | <b>89</b>                       | <b>-</b>  | <b>32,123</b>                    |
| Buildings                                                  | 23,363                                 | 1,024                 | 6,271                                         | (1,268)                                 | -                               | (482)                                              | 1,414                           | -         | 30,322                           |
| Other structures                                           | -                                      | -                     | -                                             | -                                       | -                               | -                                                  | -                               | -         | -                                |
| <b>Total Buildings</b>                                     | <b>23,363</b>                          | <b>1,024</b>          | <b>6,271</b>                                  | <b>(1,268)</b>                          | <b>-</b>                        | <b>(482)</b>                                       | <b>1,414</b>                    | <b>-</b>  | <b>30,322</b>                    |
| <b>Total Property</b>                                      | <b>55,749</b>                          | <b>1,120</b>          | <b>6,453</b>                                  | <b>(1,503)</b>                          | <b>(395)</b>                    | <b>(482)</b>                                       | <b>1,503</b>                    | <b>-</b>  | <b>62,445</b>                    |
| <b>Plant and Equipment</b>                                 |                                        |                       |                                               |                                         |                                 |                                                    |                                 |           |                                  |
| Plant and minor equipment                                  | 3,980                                  | 1,183                 | -                                             | (860)                                   | (575)                           | -                                                  | -                               | 18        | 3,746                            |
| Fixed plant, furniture and equipment                       | 1,432                                  | 174                   | -                                             | (198)                                   | -                               | -                                                  | -                               | -         | 1,408                            |
| Leased plant and equipment                                 | 41                                     | -                     | -                                             | (23)                                    | -                               | -                                                  | -                               | (18)      | -                                |
| <b>Total Plant and equipment</b>                           | <b>5,453</b>                           | <b>1,357</b>          | <b>-</b>                                      | <b>(1,081)</b>                          | <b>(575)</b>                    | <b>-</b>                                           | <b>-</b>                        | <b>-</b>  | <b>5,154</b>                     |
| <b>Infrastructure</b>                                      |                                        |                       |                                               |                                         |                                 |                                                    |                                 |           |                                  |
| Roads                                                      | 126,479                                | 4,755                 | -                                             | (5,237)                                 | -                               | (127)                                              | 213                             | -         | 126,083                          |
| Bridges                                                    | 11,411                                 | 456                   | -                                             | (253)                                   | -                               | (82)                                               | -                               | -         | 11,532                           |
| Footpaths and cycle ways                                   | 5,314                                  | 219                   | (181)                                         | (167)                                   | -                               | (72)                                               | 200                             | -         | 5,313                            |
| Drainage                                                   | 12,104                                 | 111                   | -                                             | (240)                                   | -                               | -                                                  | 208                             | -         | 12,183                           |
| Kerb and channelling                                       | 11,616                                 | 10                    | 1,506                                         | (421)                                   | -                               | -                                                  | 81                              | -         | 12,792                           |
| <b>Total Infrastructure</b>                                | <b>166,924</b>                         | <b>5,551</b>          | <b>1,325</b>                                  | <b>(6,318)</b>                          | <b>-</b>                        | <b>(281)</b>                                       | <b>702</b>                      | <b>-</b>  | <b>167,903</b>                   |
| <b>Total Property, plant and equipment, infrastructure</b> | <b>228,126</b>                         | <b>8,028</b>          | <b>7,778</b>                                  | <b>(8,902)</b>                          | <b>(970)</b>                    | <b>(763)</b>                                       | <b>2,205</b>                    | <b>-</b>  | <b>235,502</b>                   |

(a) Impairment losses

Impairment losses are recognised in the income statement under other expenses.

Reversals of impairment losses are recognised in the income statement under other revenue.



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|                                         | 2010<br>\$'000 | 2009<br>\$'000 |
|-----------------------------------------|----------------|----------------|
| <b>Note 19 Trade and other payables</b> |                |                |
| Trade payables                          | 774            | 328            |
| Accrued expenses                        | 1,191          | 1,582          |
| <b>Total trade and other payables</b>   | <b>1,965</b>   | <b>1,910</b>   |

|                                              |            |            |
|----------------------------------------------|------------|------------|
| <b>Note 20 Trust funds and deposits</b>      |            |            |
| Refundable landscaping bond deposits         | 136        | 67         |
| Refundable contract deposits                 | 44         | 26         |
| Refundable planning deposits                 | 60         | 58         |
| Refundable builders footpath deposits        | 27         | 49         |
| Refundable re-erection of dwellings deposits | 28         | 33         |
| Other refundable deposits                    | -          | 9          |
| <b>Total trust funds and deposits</b>        | <b>295</b> | <b>242</b> |

Trust funds are refundable deposits held as guarantee for compliance with Council regulations.

| Note 21 Provisions                              | Annual leave | Long service leave | Landfill restoration | Other        | Total        |
|-------------------------------------------------|--------------|--------------------|----------------------|--------------|--------------|
|                                                 | \$ '000      | \$ '000            | \$ '000              | \$ '000      | \$ '000      |
| <b>2010</b>                                     |              |                    |                      |              |              |
| Balance at beginning of the financial year      | 840          | 1,471              | 2,711                | 290          | 5,312        |
| Additional provisions                           | 852          | 725                | 655                  | -            | 2,232        |
| Amounts used                                    | (720)        | (148)              | (19)                 | (290)        | (1,177)      |
| Balance at the end of the financial year        | <b>972</b>   | <b>2,048</b>       | <b>3,347</b>         | <b>-</b>     | <b>6,367</b> |
| <b>2009</b>                                     |              |                    |                      |              |              |
| Balance at beginning of the financial year      | 794          | 1,237              | 2,736                | 23           | 4,790        |
| Additional provisions                           | 662          | 325                | -                    | 267          | 1,254        |
| Amounts used                                    | (616)        | (91)               | (25)                 | -            | (732)        |
| Balance at the end of the financial year        | <b>840</b>   | <b>1,471</b>       | <b>2,711</b>         | <b>290</b>   | <b>5,312</b> |
| <b>(a) Employee benefits</b>                    |              |                    |                      |              |              |
| <b>Current (i)</b>                              |              |                    |                      |              |              |
| Annual leave                                    |              |                    |                      | 972          | 840          |
| Long service leave                              |              |                    |                      | 1,764        | 1,224        |
| Other                                           |              |                    |                      | -            | 40           |
|                                                 |              |                    |                      | <b>2,736</b> | <b>2,104</b> |
| <b>Non-current (ii)</b>                         |              |                    |                      |              |              |
| Long service leave                              |              |                    |                      | 284          | 247          |
|                                                 |              |                    |                      | <b>284</b>   | <b>247</b>   |
| Aggregate carrying amount of employee benefits: |              |                    |                      |              |              |
| Current                                         |              |                    |                      | 2,736        | 2,104        |
| Non-current                                     |              |                    |                      | 284          | 247          |
|                                                 |              |                    |                      | <b>3,020</b> | <b>2,351</b> |

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|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 2010         | 2009         |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|--------------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | \$'000       | \$'000       |
| <b>Note 21 Provisions (cont.)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |              |              |
| The following assumptions were adopted in measuring the present value of employee benefits:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |              |              |
| Weighted average increase in employee costs                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 4.00%        | 4.50%        |
| Weighted average discount rates                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 4.97%        | 5.23%        |
| Weighted average settlement period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 12           | 12           |
| <b>(i) Current</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |              |              |
| All annual leave and the long service leave entitlements representing 10 or more years                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |              |              |
| - Short-term employee benefits, that fall due within 12 months after the end of the period measured at nominal value                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 1,972        | 1,880        |
| - Other long-term employee benefits that do not fall due within 12 months after the end                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 764          | 224          |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <u>2,736</u> | <u>2,104</u> |
| <b>(ii) Non-current</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |              |              |
| Long service leave representing less than 10 years of continuous service measured at present value                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <u>284</u>   | <u>247</u>   |
| <b>(b) Land fill restoration</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |              |              |
| Under agreement Council is obligated to restore the Alvie Landfill site to a particular standard. Current projections indicate that the site will cease operation in 2023 and restoration work is expected to commence shortly thereafter. The forecast life of the landfill site is based on current estimates of remaining capacity and the forecast rate of infill. The provision for landfill restoration has been calculated based on the present value of the expected cost of works to be undertaken. The expected cost of works has been estimated based on current understanding of work required to reinstate the site to a suitable standard and budgeted costs for that work. Accordingly, the estimation of the provision required is dependent on the accuracy of the forecast timing of the work, work required and related costs. |              |              |
| Council does not expect to receive reimbursement from a third party.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |              |              |
| <b>(c) Provision for Landfill restoration</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |              |              |
| Provision for landfill restoration                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |              |              |
| Current                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 478          | 453          |
| Non-current                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 2,869        | 2,258        |
| Total                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <u>3,347</u> | <u>2,711</u> |
| <b>(d) Provision for Roadside rehabilitation</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |              |              |
| Provision for roadside rehabilitation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |              |              |
| Current                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | -            | 290          |
| Total                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <u>-</u>     | <u>290</u>   |

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|                                                      | 2010<br>\$'000 | 2009<br>\$'000 |
|------------------------------------------------------|----------------|----------------|
| <b>Note 22 Interest-bearing loans and borrowings</b> |                |                |
| <i>Current</i>                                       |                |                |
| Borrowings - secured                                 | 412            | 305            |
|                                                      | <u>412</u>     | <u>305</u>     |
| <i>Non-current</i>                                   |                |                |
| Borrowings - secured                                 | 3,745          | 2,157          |
|                                                      | <u>3,745</u>   | <u>2,157</u>   |
| <b>Total</b>                                         | <u>4,157</u>   | <u>2,462</u>   |
| The maturity profile for Council's borrowings is:    |                |                |
| Not later than one year                              | 412            | 305            |
| Later than one year and not later than five years    | 1,587          | 1,185          |
| Later than five years                                | 2,158          | 972            |
| <b>Total</b>                                         | <u>4,157</u>   | <u>2,462</u>   |

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Note 23 Reserves

|                                         | Balance at<br>beginning of<br>reporting period | Increment<br>(decrement) | Share of increment<br>(decrement) on revaluation<br>of assets by an associate | Balance at end of<br>reporting period |
|-----------------------------------------|------------------------------------------------|--------------------------|-------------------------------------------------------------------------------|---------------------------------------|
| (a) Asset revaluation surplus           | \$'000                                         | \$'000                   | \$'000                                                                        | \$'000                                |
| <b>2010</b>                             |                                                |                          |                                                                               |                                       |
| <b>Property</b>                         |                                                |                          |                                                                               |                                       |
| Land                                    | 22,411                                         | 1,976                    | -                                                                             | 24,387                                |
| Land improvements                       | 552                                            | -                        | -                                                                             | 552                                   |
| Fixed plant, furniture and equipment    | 293                                            | -                        | -                                                                             | 293                                   |
| Buildings                               | 15,148                                         | (2,011)                  | -                                                                             | 13,137                                |
| Share of CRLC asset revaluation reserve | 512                                            | -                        | (62)                                                                          | 450                                   |
|                                         | <b>38,916</b>                                  | <b>(35)</b>              | <b>(62)</b>                                                                   | <b>38,819</b>                         |
| <b>Infrastructure</b>                   |                                                |                          |                                                                               |                                       |
| Roads                                   | 83,905                                         | -                        | -                                                                             | 83,905                                |
| Bridges                                 | 8,019                                          | (237)                    | -                                                                             | 7,782                                 |
| Footpaths and cycle ways                | 969                                            | -                        | -                                                                             | 969                                   |
| Drainage                                | 3,004                                          | 826                      | -                                                                             | 3,830                                 |
| Kerb and channelling                    | 6,695                                          | -                        | -                                                                             | 6,695                                 |
|                                         | <b>102,592</b>                                 | <b>589</b>               | <b>-</b>                                                                      | <b>103,181</b>                        |
| <b>Total asset revaluation surplus</b>  | <b>141,508</b>                                 | <b>554</b>               | <b>(62)</b>                                                                   | <b>142,000</b>                        |
| <b>2009</b>                             |                                                |                          |                                                                               |                                       |
| <b>Property</b>                         |                                                |                          |                                                                               |                                       |
| Land                                    | 22,229                                         | 182                      | -                                                                             | 22,411                                |
| Land improvements                       | 552                                            | -                        | -                                                                             | 552                                   |
| Fixed plant, furniture and equipment    | 293                                            | -                        | -                                                                             | 293                                   |
| Buildings                               | 8,877                                          | 6,271                    | -                                                                             | 15,148                                |
| Share of CRLC asset revaluation reserve | 512                                            | -                        | -                                                                             | 512                                   |
|                                         | <b>32,463</b>                                  | <b>6,453</b>             | <b>-</b>                                                                      | <b>38,916</b>                         |
| <b>Infrastructure</b>                   |                                                |                          |                                                                               |                                       |
| Roads                                   | 83,905                                         | -                        | -                                                                             | 83,905                                |
| Bridges                                 | 8,019                                          | -                        | -                                                                             | 8,019                                 |
| Footpaths and cycle ways                | 1,150                                          | (181)                    | -                                                                             | 969                                   |
| Drainage                                | 3,004                                          | -                        | -                                                                             | 3,004                                 |
| Kerb and channelling                    | 5,189                                          | 1,506                    | -                                                                             | 6,695                                 |
|                                         | <b>101,267</b>                                 | <b>1,325</b>             | <b>-</b>                                                                      | <b>102,592</b>                        |
| <b>Total asset revaluation surplus</b>  | <b>133,730</b>                                 | <b>7,778</b>             | <b>-</b>                                                                      | <b>141,508</b>                        |

The asset revaluation reserves have been established to disclose revaluation movements.

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Note 23 Reserves (cont.)

|                                 | Balance at<br>beginning of<br>reporting period | Transfer from<br>accumulated<br>surplus | Transfer to<br>accumulated<br>surplus | Balance at end of<br>reporting period |
|---------------------------------|------------------------------------------------|-----------------------------------------|---------------------------------------|---------------------------------------|
| (b) Other reserves              | \$'000                                         | \$'000                                  | \$'000                                | \$'000                                |
| <b>2010</b>                     |                                                |                                         |                                       |                                       |
| Port of Apollo Bay              | 940                                            | 281                                     | -                                     | 1,221                                 |
| Waste management                | 535                                            | 257                                     | -                                     | 792                                   |
| Lakeside estate                 | 744                                            | -                                       | -                                     | 744                                   |
| Plant replacement               | 725                                            | 672                                     | (699)                                 | 698                                   |
| Recreational lands              | 432                                            | 87                                      | -                                     | 519                                   |
| Landfill rehabilitation (Alvie) | 360                                            | 50                                      | -                                     | 410                                   |
| Resource development reserve    | -                                              | 406                                     | -                                     | 406                                   |
| Car parking                     | 210                                            | -                                       | -                                     | 210                                   |
| Colac livestock selling centre  | 96                                             | 102                                     | -                                     | 198                                   |
| Unfunded superannuation reserve | -                                              | 166                                     | -                                     | 166                                   |
| Rehabilitation reserve          | -                                              | 30                                      | -                                     | 30                                    |
| Share of CRLC plant replacement | 8                                              | -                                       | -                                     | 8                                     |
| Apollo Bay transfer station     | 225                                            | -                                       | (225)                                 | -                                     |
| <b>Total Other reserves</b>     | <b>4,275</b>                                   | <b>2,051</b>                            | <b>(924)</b>                          | <b>5,402</b>                          |
| <b>2009</b>                     |                                                |                                         |                                       |                                       |
| Port of Apollo Bay              | -                                              | 940                                     | -                                     | 940                                   |
| Lakeside estate                 | 855                                            | -                                       | (111)                                 | 744                                   |
| Plant replacement               | 504                                            | 618                                     | (397)                                 | 725                                   |
| Waste management                | 170                                            | 365                                     | -                                     | 535                                   |
| Recreational lands              | 358                                            | 74                                      | -                                     | 432                                   |
| Landfill rehabilitation (Alvie) | 300                                            | 60                                      | -                                     | 360                                   |
| Apollo Bay transfer station     | 225                                            | -                                       | -                                     | 225                                   |
| Car parking                     | 246                                            | -                                       | (36)                                  | 210                                   |
| Colac livestock selling centre  | 86                                             | 10                                      | -                                     | 96                                    |
| Share of CRLC plant replacement | 8                                              | -                                       | -                                     | 8                                     |
| <b>Total Other reserves</b>     | <b>2,752</b>                                   | <b>2,067</b>                            | <b>(544)</b>                          | <b>4,275</b>                          |

Other reserves record funds allocated for various purposes including the future acquisition or replacement of non-current assets.

*Port of Apollo Bay*

These funds are bound by an agreement with the Department of Transport concerning the operations of the Port of Apollo Bay and are the value of all assets owed.

*Waste management*

This reserve was set up as a source of funding waste collection and management projects and is entirely funded by any surplus funds from the waste collection programme in any given year.

*Lakeside estate*

These funds were placed into reserve when the Bruce Street site was sold and is for future capital acquisition.

*Plant replacement*

This reserve is to fund the replacement of council's plant at the end of their useful lives. Inflows to the reserve accrue out of any plant operating surplus with the funds then being used for the changeover of plant.

*Recreational lands*

Statutory reserve to be used for the development of recreational reserves and public open space.

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*Landfill rehabilitation (Alvie)*

This reserve relates to the funds required to restore the Alvie Tip, when it requires rehabilitation and will continue to grow until the Tip closes, at which time the funds will be utilised to meet this obligation.

*Resource development reserve*

The purpose of this reserve is to fund future capital acquisitions or works.

*Car parking*

Statutory reserve to be used for the development of car parking.

*Colac livestock selling centre*

This reserve is for the purpose of funding works at the Colac Livestock Selling Centre and all funds are derived from any 'profit' made from the operations of the Colac Livestock Selling Centre.

*Unfunded superannuation reserve*

The purpose of this reserve is to fund the expected call by Vision Super for Council to contribute funds for Defined Benefits Superannuation.

*Rehabilitation reserve*

This reserve is to fund the rehabilitation the various waste disposal sites across the Colac Otway Shire.

*Share of CRLC plant replacement*

Colac Otway Shire's share of the Corangamite Regional Library Corporation plant replacement reserve.

*Apollo Bay transfer station*

These funds have remained in reserve until required for the construction of the Apollo Bay Waste Transfer Station.

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|                                                                                                                                                                                                                                                                             | 2010<br>\$'000 | 2009<br>\$'000 |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|----------------|
| <b>Note 24 Reconciliation of cash flows from operating activities to profit/(loss)</b>                                                                                                                                                                                      |                |                |
| Profit/(loss)                                                                                                                                                                                                                                                               | 2,575          | 1,845          |
| Depreciation/amortisation                                                                                                                                                                                                                                                   | 8,409          | 8,902          |
| (Profit)/loss on disposal of property, plant and equipment, infrastructure                                                                                                                                                                                                  | (58)           | 210            |
| Contributions - Non-monetary assets                                                                                                                                                                                                                                         | (564)          | (792)          |
| Share of result of associate                                                                                                                                                                                                                                                | 18             | (28)           |
| Finance costs                                                                                                                                                                                                                                                               | 140            | 185            |
| Found assets                                                                                                                                                                                                                                                                | -              | (1,414)        |
| Property, plant and equipment, infrastructure written off                                                                                                                                                                                                                   | 121            | 763            |
| Net GST receipts and payments                                                                                                                                                                                                                                               | 1,323          | -              |
| <i>Change in assets and liabilities:</i>                                                                                                                                                                                                                                    |                |                |
| (Increase)/decrease in trade and other receivables                                                                                                                                                                                                                          | (630)          | (33)           |
| (Increase)/decrease in prepayments                                                                                                                                                                                                                                          | (153)          | (61)           |
| (Increase)/decrease in inventories                                                                                                                                                                                                                                          | (3)            | (4)            |
| (Decrease)/increase in trade and other payables                                                                                                                                                                                                                             | 55             | 1,214          |
| (Decrease)/increase in other liabilities                                                                                                                                                                                                                                    | -              | -              |
| (Decrease)/increase in provisions                                                                                                                                                                                                                                           | 1,055          | 522            |
| <b>Net cash provided by/(used in) operating activities</b>                                                                                                                                                                                                                  | <b>12,288</b>  | <b>11,309</b>  |
| <b>Note 25 Reconciliation of cash and cash equivalents</b>                                                                                                                                                                                                                  |                |                |
| Cash and cash equivalents (see note 14)                                                                                                                                                                                                                                     | 9,762          | 9,651          |
| <b>Total reconciliation of cash and cash equivalents</b>                                                                                                                                                                                                                    | <b>9,762</b>   | <b>9,651</b>   |
| <b>Note 26 Financing arrangements</b>                                                                                                                                                                                                                                       |                |                |
| Bank overdraft                                                                                                                                                                                                                                                              | 1,000          | 1,000          |
| Used facilities                                                                                                                                                                                                                                                             | -              | -              |
| <b>Unused facilities</b>                                                                                                                                                                                                                                                    | <b>1,000</b>   | <b>1,000</b>   |
| <b>Note 27 Restricted assets</b>                                                                                                                                                                                                                                            |                |                |
| Council has cash and cash equivalents (note 14) that are subject to restrictions. As at the reporting date, Council had legislative restrictions in relation to employee entitlements (Long Service Leave) and reserve funds (Car parking and Recreational Lands Reserves). |                |                |
| Long service leave (note 21)                                                                                                                                                                                                                                                | 1,745          | 1,471          |
| Trust deposits (note 20)                                                                                                                                                                                                                                                    | 295            | 242            |
| Reserve funds (note 23b)                                                                                                                                                                                                                                                    | 5,402          | 4,275          |
| <b>Total restricted assets</b>                                                                                                                                                                                                                                              | <b>7,147</b>   | <b>5,746</b>   |

\* Restricted asset for long service leave is based on the Local Government (Long Service Leave) Regulations 2002 and does not necessarily equate to the long service leave liability disclosed in note 21 due to a different basis of calculation prescribed by the regulation.

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**Note 28 Superannuation**

Council makes employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund). *Obligations for contributions are recognised as an expense in profit or loss when they are due.* The Fund has two categories of membership, accumulation and defined benefit, each of which is funded differently.

The Fund's accumulation category, Vision Super Saver, receives both employer and employee contributions on a progressive basis. Council contributions are normally based on a fixed percentage of employee earnings (9% required under Superannuation Guarantee Legislation). No further liability accrues to the employer as the superannuation benefits accruing to employees are represented by their share of the net assets of the Fund.

**Defined Benefit Plan**

The Fund's Defined Benefit Plan is a multi-employer sponsored plan. As the Plan's assets and liabilities are pooled and are not allocated by employer, the Actuary is unable to reliably allocate benefit liabilities, assets and costs between employers. As provided under Paragraph 32 (b) of AASB 119, Council does not use defined benefit accounting for these contributions.

Council makes employer contributions to the defined benefit category of the Fund at rates determined by the Trustee on the advice of the Fund's Actuary. On the basis of the results of the most recent full actuarial investigation conducted by the Fund's Actuary as at 31 December 2008, Council makes the following contributions:-

- 9.25% of members' salaries (same as previous year);
- the difference between resignation and retrenchment benefits paid to any retrenched employees, plus contribution tax (same as previous year);

The Fund surplus or deficit (ie the difference between fund assets and liabilities) is calculated differently for funding purposes (ie calculating required contributions) and for the calculation of accrued benefits as required in AAS 25 to provide the values needed for the AASB 119 disclosure in the Council's financial statements. AAS 25 requires that the present value of the defined benefit liability to be calculated based on benefits that have accrued in respect of membership of the plan up to the measurement date, with no allowance for future benefits that may accrue. The actuarial investigation concluded that although the Net Market Value of Assets was in excess of Accrued Benefits at 31 December 2008, based on the assumptions adopted, there was a shortfall of \$71 million when the funding of future benefits was also considered. However, Council was advised that no additional contributions are required for 30 June 2010. The Actuary has commenced undertaking the next actuarial investigation to ascertain if additional contributions would be required. The Actuarial review will be as at 30 June 2010.

The result of the actuarial review is expected to be finalised during October 2010. Should the review identify a funding shortfall requiring additional contributions, the Council will be notified of any amount payable by November 2010 for payment on 1 July 2011. A further actuarial review will be undertaken as at 30 June 2011. Based on the result of this further review, a detailed funding plan will be developed and implemented to achieve the target of fully funding the Fund by 31 December 2013.

**Accounting Standard Disclosure**

The Fund's liability for accrued benefits was determined by the Actuary at 31 December 2008 pursuant to the requirements of Australian Accounting Standard AAS25 follows:

|                                                | <b>31-Dec-08</b> |
|------------------------------------------------|------------------|
|                                                | <b>\$'000</b>    |
| Net Market Value of Assets                     | 3,630,432        |
| Accrued Benefits (per accounting standards)    | 3,616,422        |
| Difference between Assets and Accrued Benefits | 14,010           |
| Vested Benefits                                | <b>3,561,588</b> |

The financial assumptions used to calculate the Accrued Benefits for the defined benefit category of the Fund were:

|                       |            |
|-----------------------|------------|
| Net Investment Return | 8.50% p.a. |
| Salary Inflation      | 4.25% p.a. |
| Price Inflation       | 2.75% p.a. |



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|                                                                                                                                                                                                                                                                                                                                           | 2010       | 2009       |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|------------|
|                                                                                                                                                                                                                                                                                                                                           | \$'000     | \$'000     |
| <b>Note 28 Superannuation (cont.)</b>                                                                                                                                                                                                                                                                                                     |            |            |
| <b>Fund</b>                                                                                                                                                                                                                                                                                                                               |            |            |
| <b>Defined benefits fund</b>                                                                                                                                                                                                                                                                                                              |            |            |
| Employer contributions to Local Authorities Superannuation Fund (Vision Super)                                                                                                                                                                                                                                                            | 202        | 170        |
|                                                                                                                                                                                                                                                                                                                                           | <u>202</u> | <u>170</u> |
| <b>Accumulation funds</b>                                                                                                                                                                                                                                                                                                                 |            |            |
| Employer contributions to Local Authorities Superannuation Fund (Vision Super)                                                                                                                                                                                                                                                            | 694        | 692        |
|                                                                                                                                                                                                                                                                                                                                           | <u>694</u> | <u>692</u> |
| <b>Contingent Liability</b>                                                                                                                                                                                                                                                                                                               |            |            |
| Due to fluctuations in the value of assets underlying the fund and movements in the liabilities of the fund Council may be required to make an additional contribution to the fund. At this point in time the amount, and the likelihood of payment is not certain. Further detail of this matter is disclosed at Note 31 - Contingencies |            |            |

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**Note 29 Commitments**

The Council has entered into the following commitments

| 2010                                     | Not later than 1 | Later than 1 | Later than 2  | Later than 5 | Total         |
|------------------------------------------|------------------|--------------|---------------|--------------|---------------|
|                                          | year             | year and not | years and not |              |               |
|                                          | \$'000           | later than 2 | later than 5  | years        | \$'000        |
|                                          |                  | years        | years         |              |               |
|                                          |                  | \$'000       | \$'000        | \$'000       | \$'000        |
| <b>Operating</b>                         |                  |              |               |              |               |
| Waste management                         | 2,821            | 1,716        | 5,516         | -            | 10,053        |
| Landfill rehabilitation                  | 227              | -            | -             | -            | 227           |
| Cleaning contracts for council buildings | 188              | 216          | 703           | -            | 1,107         |
| Property valuation services              | -                | 287          | -             | -            | 287           |
| Meals for delivery                       | 215              | 215          | 143           | -            | 573           |
| Information systems & technology         | 90               | 94           | 97            | -            | 281           |
| Gross pollutant trap maintenance         | 13               | -            | -             | -            | 13            |
| <b>Total</b>                             | <b>3,554</b>     | <b>2,528</b> | <b>6,459</b>  | <b>-</b>     | <b>12,541</b> |
| <b>Capital</b>                           |                  |              |               |              |               |
| Joint use library facility               | 421              | -            | -             | -            | 421           |
| Plant and equipment                      | 195              | -            | -             | -            | 195           |
| Building and other structures            | 703              | -            | -             | -            | 703           |
| <b>Total</b>                             | <b>1,319</b>     | <b>-</b>     | <b>-</b>      | <b>-</b>     | <b>1,319</b>  |
| <b>Total</b>                             | <b>4,873</b>     | <b>2,528</b> | <b>6,459</b>  | <b>-</b>     | <b>13,860</b> |
| <b>2009</b>                              |                  |              |               |              |               |
|                                          | Not later than 1 | Later than 1 | Later than 2  | Later than 5 | Total         |
|                                          | year             | year and not | years and not |              |               |
|                                          | \$'000           | later than 2 | later than 5  | years        | \$'000        |
|                                          |                  | years        | years         |              |               |
|                                          |                  | \$'000       | \$'000        | \$'000       | \$'000        |
| <b>Operating</b>                         |                  |              |               |              |               |
| Waste management                         | 1,677            | -            | -             | -            | 1,677         |
| Cleaning contracts for council buildings | 190              | -            | -             | -            | 190           |
| Property valuation services              | 78               | -            | -             | -            | 78            |
| Planning consultants                     | 68               | -            | -             | -            | 68            |
| <b>Total</b>                             | <b>2,013</b>     | <b>-</b>     | <b>-</b>      | <b>-</b>     | <b>2,013</b>  |
| <b>Capital</b>                           |                  |              |               |              |               |
| Road construction                        | 139              | -            | -             | -            | 139           |
| Plant and equipment                      | 310              | -            | -             | -            | 310           |
| Joint use library facility               | 2,520            | -            | -             | -            | 2,520         |
| Other infrastructure                     | 86               | -            | -             | -            | 86            |
| <b>Total</b>                             | <b>3,055</b>     | <b>-</b>     | <b>-</b>      | <b>-</b>     | <b>3,055</b>  |
| <b>Total</b>                             | <b>5,068</b>     | <b>-</b>     | <b>-</b>      | <b>-</b>     | <b>5,068</b>  |

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|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 2010<br>\$'000 | 2009<br>\$'000 |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|----------------|
| <b>Note 30 Operating leases</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                |                |
| <b>(a) Operating lease commitments</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                |                |
| <p>At the reporting date, the Council had the following obligations under non-cancellable operating leases for the lease of equipment and land and buildings for use within Council's activities (these obligations are not recognised as liabilities):</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                |                |
| Not later than one year                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 90             | 89             |
| Later than one year and not later than five years                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 267            | 356            |
| Later than five years                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | -              | -              |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 357            | 445            |
| <b>Note 31 Contingent liabilities and contingent assets</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                |                |
| <b>Contingent liabilities</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                |                |
| <p>Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme to ensure that the liabilities of the fund are covered by the assets of the fund. As a result of the increased volatility in financial markets the likelihood of making such contributions in future periods has increased. At this point in time it is not known if additional contributions will be required, their timing or potential amount</p> <p>Council operates a landfill at Alvie. Council will have to carry out site rehabilitation works in the future. At balance date Council is unable to accurately assess the financial implications of such works.</p> |                |                |

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**Note 32 Financial Instruments**

**(a) Accounting Policy, terms and conditions**

| Recognised financial instruments             | Note | Accounting Policy                                                                                                                                                                                                                                                                                                                                                                                             | Terms and Conditions                                                                                                                                                                                                                                                                   |
|----------------------------------------------|------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Financial assets</b>                      |      |                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                        |
| <b>Cash and cash equivalents</b>             | 14   | <p>Cash on hand and at bank and money market call account are valued at face value.</p> <p>Interest is recognised as it accrues.</p> <p>Investments and bills are valued at cost.</p> <p>Investments are held to maximise interest returns of surplus cash.</p> <p>Interest revenues are recognised as they accrue.</p> <p>Managed funds are measured at market value.</p>                                    | <p>On call deposits returned a floating interest rate of 3.37% (4.61% in 2008/2009). The interest rate at balance date was 4.0% (2.90% in 2008/2009).</p> <p>Funds returned fixed interest rate of between 2.90% (2.90% in 2008/2009), and 5.50% (7.15% in 2008/2009) net of fees.</p> |
| <b>Trade and other receivables</b>           |      |                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                        |
| <b>Other debtors</b>                         | 15   | <p>Receivables are carried at amortised cost using the effective interest method. A provision for doubtful debts is recognised when there is objective evidence that an impairment loss has occurred.</p> <p>Collectability of overdue accounts is assessed on an ongoing basis.</p>                                                                                                                          | <p>General debtors are unsecured and arrears attract a nil interest rate (nil in 2008/2009). Credit terms are based on 30 days.</p>                                                                                                                                                    |
| <b>Financial Liabilities</b>                 |      |                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                        |
| <b>Trade and other payables</b>              | 19   | <p>Liabilities are recognised for amounts to be paid in the future for goods and services provided to Council as at balance date whether or not invoices have been received.</p>                                                                                                                                                                                                                              | <p>General creditors are unsecured, not subject to interest charges and are normally settled within 30 days of invoice receipt.</p>                                                                                                                                                    |
| <b>Interest-bearing loans and borrowings</b> | 22   | <p>Loans are carried at their principal amounts, which represent the present value of future cash flows associated with servicing the debt. Interest is accrued over the period it becomes due and recognised as part of payables.</p> <p>Finance leases are accounted for at their principal amount with the lease payments discounted to present value using the interest rates implicit in the leases.</p> | <p>Borrowings are secured by way of mortgages over the general rates of the Council.</p> <p>The weighted average interest rate on borrowings is 6.81% (6.70% in 2008/2009).</p> <p>As at balance date, the Council had no finance leases.</p>                                          |
| <b>Bank overdraft</b>                        | 26   | <p>Overdrafts are recognised at the principal amount. Interest is charged as an expense as it accrues.</p>                                                                                                                                                                                                                                                                                                    | <p>The overdraft facility has not been utilised for this or the previous financial year and is subject to annual review.</p> <p>If utilised, it is secured by a mortgage over Council's general rates and is repayable on demand.</p>                                                  |

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Note 32 Financial instruments (cont.)

(b) Interest Rate Risk

The exposure to interest rate risk and the effective interest rates of financial assets and financial liabilities, both recognised and unrecognised, at balance date are as follows:

2010

|                                       | Floating<br>interest<br>rate<br>\$'000 | Fixed interest maturing in: |                                |                                | Non-interest<br>bearing<br>\$'000 | Total<br>\$'000 |
|---------------------------------------|----------------------------------------|-----------------------------|--------------------------------|--------------------------------|-----------------------------------|-----------------|
|                                       |                                        | 1 year or<br>less<br>\$'000 | Over 1 to 5<br>years<br>\$'000 | More than 5<br>years<br>\$'000 |                                   |                 |
| <b>Financial assets</b>               |                                        |                             |                                |                                |                                   |                 |
| Cash and cash equivalents             | 9,755                                  | -                           | -                              | -                              | 7                                 | 9,762           |
| Trade and other receivables           | -                                      | -                           | -                              | -                              | 2,685                             | 2,685           |
| <b>Total financial assets</b>         | <b>9,755</b>                           | <b>-</b>                    | <b>-</b>                       | <b>-</b>                       | <b>2,692</b>                      | <b>12,447</b>   |
| Weighted average interest rate        | 3.37%                                  |                             |                                |                                |                                   |                 |
| <b>Financial liabilities</b>          |                                        |                             |                                |                                |                                   |                 |
| Trade and other payables              | -                                      | -                           | -                              | -                              | 1,965                             | 1,965           |
| Trust funds and deposits              | -                                      | -                           | -                              | -                              | 295                               | 295             |
| Interest-bearing loans and borrowings | -                                      | 412                         | 1,587                          | 2,158                          | -                                 | 4,157           |
| <b>Total financial liabilities</b>    | <b>-</b>                               | <b>412</b>                  | <b>1,587</b>                   | <b>2,158</b>                   | <b>2,260</b>                      | <b>6,417</b>    |
| Weighted average interest rate        |                                        | 6.81%                       | 6.89%                          | 7.15%                          |                                   |                 |
| Net financial assets (liabilities)    | 9,755                                  | (412)                       | (1,587)                        | (2,158)                        | 432                               | 6,030           |

2009

|                                       | Floating<br>interest rate<br>\$'000 | Fixed interest maturing in: |                                |                                | Non-interest<br>bearing<br>\$'000 | Total<br>\$'000 |
|---------------------------------------|-------------------------------------|-----------------------------|--------------------------------|--------------------------------|-----------------------------------|-----------------|
|                                       |                                     | 1 year or<br>less<br>\$'000 | Over 1 to 5<br>years<br>\$'000 | More than 5<br>years<br>\$'000 |                                   |                 |
| <b>Financial assets</b>               |                                     |                             |                                |                                |                                   |                 |
| Cash and cash equivalents             | 9,643                               | -                           | -                              | -                              | 7                                 | 9,651           |
| Trade and other receivables           | -                                   | -                           | -                              | -                              | 2,055                             | 2,055           |
| <b>Total financial assets</b>         | <b>9,643</b>                        | <b>-</b>                    | <b>-</b>                       | <b>-</b>                       | <b>2,062</b>                      | <b>11,706</b>   |
| Weighted average interest rate        | 6.69%                               | 5.65%                       |                                |                                |                                   |                 |
| <b>Financial liabilities</b>          |                                     |                             |                                |                                |                                   |                 |
| Trade and other payables              | -                                   | -                           | -                              | -                              | 1,910                             | 1,910           |
| Trust funds and deposits              | -                                   | -                           | -                              | -                              | 242                               | 242             |
| Interest-bearing loans and borrowings | -                                   | 305                         | 1,185                          | 972                            | -                                 | 2,462           |
| <b>Total financial liabilities</b>    | <b>-</b>                            | <b>305</b>                  | <b>1,185</b>                   | <b>972</b>                     | <b>2,152</b>                      | <b>4,614</b>    |
| Weighted average interest rate        |                                     | 6.41%                       | 6.20%                          | 6.42%                          |                                   |                 |
| Net financial assets (liabilities)    | 9,643                               | (305)                       | (1,185)                        | (972)                          | (90)                              | 7,092           |

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Note 32 Financial Instruments (cont.)

(c) Net Fair Values

The aggregate net fair values of financial assets and financial liabilities, both recognised and unrecognised, at balance date are as follows:

| Financial Instruments                 | Total carrying amount as per<br>Balance Sheet |                | Aggregate net fair value |                |
|---------------------------------------|-----------------------------------------------|----------------|--------------------------|----------------|
|                                       | 2010<br>\$'000                                | 2009<br>\$'000 | 2010<br>\$'000           | 2009<br>\$'000 |
| <i>Financial assets</i>               |                                               |                |                          |                |
| Cash and cash equivalents             | 9,762                                         | 9,651          | 9,762                    | 9,651          |
| Trade and other receivables           | 2,685                                         | 2,055          | 2,685                    | 2,055          |
| <i>Total financial assets</i>         | <u>12,447</u>                                 | <u>11,706</u>  | <u>12,447</u>            | <u>11,706</u>  |
| <i>Financial liabilities</i>          |                                               |                |                          |                |
| Trade and other payables              | 1,965                                         | 1,910          | 1,965                    | 1,910          |
| Trust funds and deposits              | 295                                           | 242            | 295                      | 242            |
| Interest-bearing loans and borrowings | 4,157                                         | 2,462          | 3,468                    | 2,101          |
| <i>Total financial liabilities</i>    | <u>6,417</u>                                  | <u>4,614</u>   | <u>5,728</u>             | <u>4,253</u>   |

(d) Credit Risk

The maximum exposure to credit risk at balance date in relation to each class of recognised financial asset is represented by the carrying amount of those assets as indicated in the Balance Sheet.

(e) Risks and mitigation

The risks associated with our main financial instruments and our policies for minimising these risks are detailed below.

**Market risk**

Market risk is the risk that the fair value or future cash flows of our financial instruments will fluctuate because of changes in market prices. The Council's exposures to market risk are primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk. Components of market risk to which we are exposed are discussed below.

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**Note 32 Financial Instruments (cont.)**

**(e) Risks and mitigation (cont.)**

**Interest rate risk**

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Interest rate risk arises from interest bearing financial assets and liabilities that we use. Non derivative interest bearing assets are predominantly short term liquid assets. Our interest rate liability risk arises primarily from long term loans and borrowings at fixed rates which exposes us to fair value interest rate risk.

Our loan borrowings are sourced from major Australian banks by a tender process. Finance leases are sourced from major Australian financial institutions. Overdrafts are arranged with major Australian banks. We manage interest rate risk on our net debt portfolio by:

- ensuring access to diverse sources of funding;
- reducing risks of refinancing by managing in accordance with target maturity profiles; and
- setting prudential limits on interest repayments as a percentage of rate revenue.

We manage the interest rate exposure on our debt portfolio by appropriate budgeting strategies and obtaining approval for borrowings from the Department of Planning and Community Development each year.

Investment of surplus funds is made with approved financial institutions under the Local Government Act 1989. We manage interest rate risk by adopting an investment policy that ensures:

- conformity with State and Federal regulations and standards,
- capital protection,
- appropriate liquidity,
- diversification by credit rating, financial institution and investment product,
- monitoring of return on investment,
- benchmarking of returns and comparison with budget.

Maturity will be staggered to provide for interest rate variations and to minimise interest rate risk.

**Credit risk**

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause us to make a financial loss. We have exposure to credit risk on some financial assets included in our balance sheet. To help manage this risk:

- we have a policy for establishing credit limits for the entities we deal with;
- we may require collateral where appropriate; and
- we only invest surplus funds with financial institutions which have a recognised credit rating specified in our investment policy.

Trade and other receivables consist of a large number of customers, spread across the consumer, business and government sectors. Credit risk associated with the Council's financial assets is minimal because the main debtor is the Victorian Government. Apart from the Victorian Government we do not have any significant credit risk exposure to a single customer or groups of customers. Ongoing credit evaluation is performed on the financial condition of our customers and, where appropriate, an allowance for doubtful debts is raised.

We may also be subject to credit risk for transactions which are not included in the balance sheet, such as when we provide a guarantee for another party. Details of our contingent liabilities are disclosed in Note 31.

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**Note 32 Financial Instruments (cont.)**

**(e) Risks and mitigation (cont.)**

**Ageing of Trade and Other Receivables**

At balance date other debtors representing financial assets were past due but not impaired. These amounts relate to a number of independent customers for whom there is no recent history of default. The ageing of the Council's Trade & Other Receivables was:

|                                  | 2010<br>\$'000 | 2009<br>\$'000 |
|----------------------------------|----------------|----------------|
| Current (not yet due)            | 2,575          | 1,905          |
| Past due by up to 30 days        | 53             | 29             |
| Past due between 31 and 180 days | 57             | 121            |
| Total Trade & Other Receivables  | 2,685          | 2,055          |

**Liquidity risk**

Liquidity risk includes the risk that, as a result of our operational liquidity requirements:

- we will not have sufficient funds to settle a transaction on the date;
- we will be forced to sell financial assets at a value which is less than what they are worth; or
- we may be unable to settle or recover a financial assets at all.

To help reduce these risks we:

- have a liquidity policy which targets a minimum and average level of cash and cash equivalents to be maintained;
- have readily accessible standby facilities and other funding arrangements in place;
- have a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid
- monitor budget to actual performance on a regular basis; and
- set limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal

The Councils exposure to liquidity risk is deemed insignificant based on prior periods' data and current assessment of risk.



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Note 32 Financial Instruments (cont.)

(f) Sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, the Council believes the following movements are 'reasonably possible' over the next 12 months (Base rates are sourced from Reserve Bank of Australia):

- A parallel shift of + 1% and -2% in market interest rates (AUD) from year-end rates of 4.0%.

The table below discloses the impact on net operating result and equity for each category of financial instruments held by the Council at year-end, if the above movements were to occur.

|                                       |        | Interest rate risk |                  |                   |                  |
|---------------------------------------|--------|--------------------|------------------|-------------------|------------------|
|                                       |        | -2 %               |                  | +1                |                  |
|                                       |        | -200 basis points  |                  | +100 basis points |                  |
| 2010                                  | \$'000 | Profit<br>\$'000   | Equity<br>\$'000 | Profit<br>\$'000  | Equity<br>\$'000 |
| <b>Financial assets:</b>              |        |                    |                  |                   |                  |
| Cash and cash equivalents             | 9,762  | (195)              | (195)            | 98                | 98               |
| Trade and other receivables           | 2,685  | (54)               | (54)             | 27                | 27               |
| <b>Financial liabilities:</b>         |        |                    |                  |                   |                  |
| Interest-bearing loans and borrowings | 4,157  | 83                 | 83               | (42)              | (42)             |

|                                       |        | Interest rate risk |                  |                   |                  |
|---------------------------------------|--------|--------------------|------------------|-------------------|------------------|
|                                       |        | -2 %               |                  | +1                |                  |
|                                       |        | -200 basis points  |                  | +100 basis points |                  |
| 2009                                  | \$'000 | Profit<br>\$'000   | Equity<br>\$'000 | Profit<br>\$'000  | Equity<br>\$'000 |
| <b>Financial assets:</b>              |        |                    |                  |                   |                  |
| Cash and cash equivalents             | 9,651  | (193)              | (193)            | 97                | 97               |
| Trade and other receivables           | 2,055  | -                  | -                | -                 | -                |
| <b>Financial liabilities:</b>         |        |                    |                  |                   |                  |
| Interest-bearing loans and borrowings | 2,157  | 43                 | 43               | (22)              | (22)             |

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| <b>Note 33 Auditors' remuneration</b> | <b>2010</b>   | <b>2009</b>   |
|---------------------------------------|---------------|---------------|
|                                       | <b>\$'000</b> | <b>\$'000</b> |
| Audit fee to conduct external audit   |               |               |
| - Victorian Auditor-General           | 32            | 27            |
| Internal audit fees                   |               |               |
| - WHK                                 | 26            | 29            |
|                                       | <u>58</u>     | <u>56</u>     |

**Note 34 Events occurring after balance date**

In the period commencing 9th August 2010, The municipality of Colac Otway experienced substantial damage from heavy rainfall, high winds and flood waters. It is anticipated that the cost of repairs to Council's infrastructure will be \$1.4 million. It is also anticipated that all or part of this expenditure will be recouped from the Victorian State Government

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Note 35 Related party transactions

(i) Responsible Persons

Names of persons holding the position of a Responsible Person at the Council at any time during the year are:

**Councillors** Councillor Lyn Russell (Mayor 09/12/09 to current)  
Councillor Brian Crook (Mayor from 05/12/08 to 09/12/09)  
Councillor Stephen Hart  
Councillor Chris Smith  
Councillor Frank Buchanan  
Councillor Geoff Higgins  
Councillor Stuart Hart

**Chief Executive Officer** Rob Small

(ii) Remuneration of Responsible Persons

The numbers of Responsible Officers, whose total remuneration from Council and any related entities fall within the following bands:

|                       | 2010<br>No.   | 2009<br>No.   |
|-----------------------|---------------|---------------|
| \$1 - \$9,999         | -             | 5             |
| \$10,000 - \$19,999   | -             | 4             |
| \$20,000 - \$29,999   | 5             | 3             |
| \$30,000 - \$39,999   | 2             | 1             |
| \$40,000 - \$49,999   | -             | 1             |
| \$60,000 - \$69,1000  | -             | 1             |
| \$100,000 - \$109,999 | -             | 1             |
| \$170,000 - \$179,999 | 1             | -             |
|                       | 8             | 16            |
|                       | <b>\$'000</b> | <b>\$'000</b> |

Total Remuneration for the reporting year for Responsible Persons included above amounted to: 375      417

(iii) No retirement benefits have been made by the Council to a Responsible Person. (2009/10, nil).

(iv) No loans have been made, guaranteed or secured by the Council to a Responsible Person during the reporting year (2009/10, nil).

(v) Other Transactions

No transactions other than remuneration payments or the reimbursement of approved expenses were entered into by Council with Responsible Persons, or Related Parties of such Responsible Persons during the reporting year (2008/2009 \$82,694).

(vi) Senior Officers Remuneration

A Senior Officer other than a Responsible Person, is an officer of Council who has management responsibilities and reports directly to the Chief Executive Officer or whose total annual remuneration exceeds \$120,000.

The number of Senior Officers other than the Responsible Persons, are shown below in their relevant income bands:

|                       | 2010<br>No.   | 2009<br>No.   |
|-----------------------|---------------|---------------|
| Income Range:         |               |               |
| <\$120,000            | -             | 6             |
| \$130,000 - \$139,999 | 1             | -             |
| \$140,000 - \$149,999 | -             | 1             |
| \$150,000 - \$159,999 | 1             | -             |
| \$160,000 - \$169,999 | 2             | -             |
|                       | 4             | 7             |
|                       | <b>\$'000</b> | <b>\$'000</b> |

Total Remuneration for the reporting year for Senior Officers included above, amounted to: 616      651

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**Note 36 Joint venture information**

Colac Otway Shire has engaged in a joint venture arrangement with the Victorian Department of Education and Early Childhood Development and the Colac Secondary College to construct and operate a joint use library facility. The value of Colac Otway Shire's overall contribution to the construction of the library facility is \$2.921 million with an additional provision of up to \$151,000 making a total of \$3.072 million.

As at the 30th June 2010, Colac Otway Shire has contributed \$2.5 million (2008/09 \$400,000) to the construction of the facility, with the remainder of the funds to be paid during the 2010/2011 financial year.

**Note 37 Income, expenses and assets by function/activities**

|                                         | Infrastructure and Services Department |                | Corporate and Executive Departments |                | Sustainable Planning and Development Department |                | Total          |                |
|-----------------------------------------|----------------------------------------|----------------|-------------------------------------|----------------|-------------------------------------------------|----------------|----------------|----------------|
|                                         | 2010<br>\$'000                         | 2009<br>\$'000 | 2010<br>\$'000                      | 2009<br>\$'000 | 2010<br>\$'000                                  | 2009<br>\$'000 | 2010<br>\$'000 | 2009<br>\$'000 |
| <b>INCOME</b>                           | 7,427                                  | 8,205          | 30,195                              | 26,152         | 1,504                                           | 3,416          | 39,126         | 36,329         |
| <b>EXPENSES</b>                         | (18,796)                               | (14,616)       | (13,265)                            | (13,735)       | (4,490)                                         | (7,577)        | (36,551)       | (34,484)       |
| <b>PROFIT / (LOSS)<br/>FOR THE YEAR</b> | (11,369)                               | (6,411)        | 16,930                              | 12,417         | (2,986)                                         | (4,161)        | 2,575          | 1,845          |

**Infrastructure and Services Department**

The Infrastructure and Services Department is responsible for protecting and enhancing and developing the Council's social and physical environment. The broad objective will be achieved primarily through planning, coordination and delivery of a diverse range of high quality, cost-efficient community and environmental services which are responsive to the needs of residents and other service

The Department includes the following

|                    |               |                    |
|--------------------|---------------|--------------------|
| Sustainable assets | Capital works | Port of Apollo Bay |
| Major projects     | Cosworks      |                    |

**Corporate and Executive Departments**

The Corporate and Executive Departments are responsible for providing a range of governance, strategic and operational financial services to business units and to the Council as a whole.

The Departments includes the following

|                   |                                        |                              |
|-------------------|----------------------------------------|------------------------------|
| Executive         | Organisational support and development | Recreation, arts and culture |
| Servicing Council | Health and community services          | Finance and customer service |
| Public relations  | Information services                   |                              |

**Sustainable Planning and Development Department**

The Sustainable Planning and Development Department promotes and enhances community wellbeing through funding programs, advocacy, service provision, community partnerships and regulatory activity.

The Department includes the following

|                                  |                      |
|----------------------------------|----------------------|
| Environment and community safety | Economic development |
| Planning and building            |                      |

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| Note 38 | Financial ratios (Performance indicators)                                                                                                                                                                                                                                                                                                                                                 | 2010<br>\$'000 | 2010<br>(%) | 2009<br>\$'000 | 2009<br>(%) | 2008<br>\$'000 | 2008<br>(%) |
|---------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|-------------|----------------|-------------|----------------|-------------|
| (a)     | <b>Debt servicing ratio</b> (to identify the capacity of Council to service its outstanding debt)                                                                                                                                                                                                                                                                                         |                |             |                |             |                |             |
|         | <u>Debt servicing costs</u>                                                                                                                                                                                                                                                                                                                                                               | 140            |             | 185            |             | 220            |             |
|         | Total revenue                                                                                                                                                                                                                                                                                                                                                                             | 39,126         | = 0.36%     | 37,535         | = 0.49%     | 32,950         | = 0.67%     |
|         | Debt servicing costs refer to the payment of interest on loan borrowings, finance lease, and bank overdraft.                                                                                                                                                                                                                                                                              |                |             |                |             |                |             |
|         | The ratio expresses the amount of interest paid as a percentage of Council's total revenue.                                                                                                                                                                                                                                                                                               |                |             |                |             |                |             |
| (b)     | <b>Debt commitment ratio</b> (to identify Council's debt redemption strategy)                                                                                                                                                                                                                                                                                                             |                |             |                |             |                |             |
|         | <u>Debt servicing &amp; redemption costs</u>                                                                                                                                                                                                                                                                                                                                              | 445            |             | 703            |             | 728            |             |
|         | Rate revenue                                                                                                                                                                                                                                                                                                                                                                              | 18,559         | = 2.40%     | 17,602         | = 3.99%     | 16,384         | = 4.44%     |
|         | The strategy involves the payment of loan principal and interest, finance lease principal and interest.                                                                                                                                                                                                                                                                                   |                |             |                |             |                |             |
|         | The ratio expresses the percentage of rate revenue utilised to pay interest and redeem debt principal.                                                                                                                                                                                                                                                                                    |                |             |                |             |                |             |
| (c)     | <b>Revenue ratio</b> (to identify Council's dependence on non-rate income)                                                                                                                                                                                                                                                                                                                |                |             |                |             |                |             |
|         | <u>Rate revenue</u>                                                                                                                                                                                                                                                                                                                                                                       | 18,559         |             | 17,602         |             | 16,384         |             |
|         | Total revenue                                                                                                                                                                                                                                                                                                                                                                             | 39,126         | = 47.43%    | 37,535         | = 46.89%    | 32,950         | = 49.72%    |
|         | The level of Council's reliance on rate revenue is determined by assessing rate revenue as a proportion of the total revenue of Council.                                                                                                                                                                                                                                                  |                |             |                |             |                |             |
| (d)     | <b>Debt exposure ratio</b> (to identify Council's exposure to debt)                                                                                                                                                                                                                                                                                                                       |                |             |                |             |                |             |
|         | <u>Total indebtedness</u>                                                                                                                                                                                                                                                                                                                                                                 | 11,039         |             | 8,455          |             | 7,255          |             |
|         | Total realisable assets                                                                                                                                                                                                                                                                                                                                                                   | 78,925         | = 13.99%    | 74,278         | = 11.38%    | 65,004         | = 11.16%    |
|         | For the purposes of the calculation of financial ratios, realisable assets are those assets which can be sold and which are not subject to any restriction on realisation or use.                                                                                                                                                                                                         |                |             |                |             |                |             |
|         | Any liability represented by a restricted asset (note 27) is excluded from total indebtedness.                                                                                                                                                                                                                                                                                            |                |             |                |             |                |             |
|         | The following assets are excluded from total assets when calculating Council's realisable assets:<br>land and buildings on Crown land; restricted assets; heritage assets; total infrastructure assets; and Council's investment in associate.                                                                                                                                            |                |             |                |             |                |             |
|         | This ratio enables assessment of Council's solvency and exposure to debt. Total indebtedness refers to the total liabilities of Council. Total liabilities are compared to total realisable assets which are all Council assets not subject to any restriction and are able to be realised. The ratio expresses the percentage of total liabilities for each dollar of realisable assets. |                |             |                |             |                |             |

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| Note 38 | Financial ratios (Performance indicators) (cont.)                                                                                                                                                                                                                                                                                       | 2010<br>\$'000 | 2010<br>(%) | 2009<br>\$'000 | 2009<br>(%) | 2008<br>\$'000 | 2008<br>(%) |
|---------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|-------------|----------------|-------------|----------------|-------------|
|         | <b>(e) Working capital ratio</b> (to assess Council's ability to meet current commitments)                                                                                                                                                                                                                                              |                |             |                |             |                |             |
|         | <u>Current assets</u>                                                                                                                                                                                                                                                                                                                   | 12,836         |             | 11,939         |             | 8,602          |             |
|         | Current liabilities                                                                                                                                                                                                                                                                                                                     | 5,886          | = 218.08%   | 5,264          | = 226.80%   | 3,806          | = 226.01%   |
|         | The ratio expresses the level of current assets the Council has available to meet its current liabilities.                                                                                                                                                                                                                              |                |             |                |             |                |             |
|         | <b>(f) Adjusted working capital ratio</b> (to assess Council's ability to meet current commitments)                                                                                                                                                                                                                                     |                |             |                |             |                |             |
|         | <u>Current assets</u>                                                                                                                                                                                                                                                                                                                   | 12,836         |             | 11,939         |             | 8,602          |             |
|         | Current liabilities                                                                                                                                                                                                                                                                                                                     | 5,122          | = 250.61%   | 5,040          | = 236.88%   | 2,677          | = 321.33%   |
|         | The ratio expresses the level of current assets the Council has available to meet its current liabilities.                                                                                                                                                                                                                              |                |             |                |             |                |             |
|         | Current liabilities have been reduced to reflect the long service leave that is shown as a current liability because Council does not have an unconditional right to defer settlement of the liability for at least twelve months after the reporting date, but is not likely to fall due within 12 months after the end of the period. |                |             |                |             |                |             |
|         | <b>Additional KPI ratios</b>                                                                                                                                                                                                                                                                                                            |                |             |                |             |                |             |
|         | The following five ratios are based upon those used by the Victorian Auditor General to assess Council's financial sustainability level.                                                                                                                                                                                                |                |             |                |             |                |             |
|         | <b>(g) Underlying Result</b> (removes non-cash developer contributions and other one-off items from the Operating Result)                                                                                                                                                                                                               |                |             |                |             |                |             |
|         | Adjusted Net Operating Result                                                                                                                                                                                                                                                                                                           | 2,132          | = 6.03%     | 402            | = 1.1%      | 254            | = 0.8%      |
|         | Total Underlying Revenue                                                                                                                                                                                                                                                                                                                | 38,562         |             | 35,329         |             | 33,085         |             |
|         | <b>(h) Liquidity Ratio</b> (to assess Council's ability to pay its liabilities in the next 12 months)                                                                                                                                                                                                                                   |                |             |                |             |                |             |
|         | Current assets                                                                                                                                                                                                                                                                                                                          | 12,836         |             | 11,939         |             | 8,602          |             |
|         | Current liabilities                                                                                                                                                                                                                                                                                                                     | 5,886          | = 218.1%    | 5,264          | = 226.8%    | 3,806          | = 226.0%    |
|         | <b>(i) Indebtedness Ratio</b> (to assess Council's ability to cover longer term liabilities from its own sourced revenue)                                                                                                                                                                                                               |                |             |                |             |                |             |
|         | Non-current liabilities                                                                                                                                                                                                                                                                                                                 | 6,898          |             | 4,662          |             | 5,002          |             |
|         | Own-sourced revenue                                                                                                                                                                                                                                                                                                                     | 25,421         | = 27.1%     | 22,076         | = 21.1%     | 20,746         | = 24.1%     |
|         | <b>(j) Self-Financing Ratio</b> (to assess Council's ability to replace assets from cash generated by operations)                                                                                                                                                                                                                       |                |             |                |             |                |             |
|         | Net operating cash flows                                                                                                                                                                                                                                                                                                                | 12,288         |             | 11,309         |             | 8,524          |             |
|         | Underlying revenue                                                                                                                                                                                                                                                                                                                      | 38,562         | = 31.9%     | 35,329         | = 32.0%     | 33,085         | = 25.8%     |
|         | <b>(k) Investment Gap Ratio</b> (measures whether Council is spending on infrastructure at a faster rate than infrastructure is depreciating)                                                                                                                                                                                           |                |             |                |             |                |             |
|         | Capital Spend                                                                                                                                                                                                                                                                                                                           | 14,258         |             | 8,027          |             | 8,968          |             |
|         | Depreciation                                                                                                                                                                                                                                                                                                                            | 8,409          | = 169.6%    | 8,902          | = 90.2%     | 7,508          | = 119.4%    |

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|                                                                                                                                                                                     | Note  | 2010<br>\$'000 | 2009<br>\$'000 |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|----------------|----------------|
| <b>Note 39 Capital expenditure</b>                                                                                                                                                  |       |                |                |
| <b>Capital expenditure areas</b>                                                                                                                                                    |       |                |                |
| Land                                                                                                                                                                                |       | 600            | -              |
| Land improvements                                                                                                                                                                   |       | 883            | 96             |
| Buildings                                                                                                                                                                           |       | 5,006          | 1,024          |
| Plant and minor equipment                                                                                                                                                           |       | 1,484          | 1,184          |
| Fixed plant, furniture and equipment                                                                                                                                                |       | 42             | 174            |
| Roads                                                                                                                                                                               |       | 4,161          | 4,755          |
| Bridges                                                                                                                                                                             |       | 160            | 456            |
| Footpaths and cycle ways                                                                                                                                                            |       | 517            | 219            |
| Drainage                                                                                                                                                                            |       | 22             | 111            |
| Kerb and channelling                                                                                                                                                                |       | 17             | 10             |
| <b>Total capital works</b>                                                                                                                                                          |       | <b>12,892</b>  | <b>8,029</b>   |
| Represented by:                                                                                                                                                                     |       |                |                |
| Renewal of property and buildings                                                                                                                                                   | (a)   | 876            | -              |
| Renewal of plant and equipment                                                                                                                                                      |       | 1,484          | 1,184          |
| Renewal of infrastructure                                                                                                                                                           |       | 3,594          | 3,812          |
| Upgrade of property and buildings                                                                                                                                                   | (b)   | 2,724          | 298            |
| Upgrade of infrastructure                                                                                                                                                           |       | 1,151          | 2,088          |
| New property and buildings                                                                                                                                                          |       | 2,889          | 601            |
| New plant and equipment                                                                                                                                                             |       | 42             | -              |
| New infrastructure                                                                                                                                                                  |       | 132            | 46             |
| <b>Total capital works</b>                                                                                                                                                          |       | <b>12,892</b>  | <b>8,029</b>   |
| <b>Property, plant and equipment, infrastructure movement</b>                                                                                                                       |       |                |                |
| The movement between the previous year and the current year in property, plant and equipment, infrastructure as shown in the Balance Sheet links to the net of the following items: |       |                |                |
| Total capital works                                                                                                                                                                 |       | 12,892         | 8,029          |
| Contributions - non-monetary assets                                                                                                                                                 | 5(b)  | 564            | 792            |
| Asset revaluation movement                                                                                                                                                          | 23(a) | 554            | 7,778          |
| Depreciation/amortisation                                                                                                                                                           | 10    | (8,409)        | (8,902)        |
| Written down value of assets sold                                                                                                                                                   | 18    | (372)          | (970)          |
| Found assets                                                                                                                                                                        | 18    | -              | 1,414          |
| Assets written off                                                                                                                                                                  | 18    | (121)          | (763)          |
| <b>Net movement in property, plant and equipment, infrastructure</b>                                                                                                                | 18    | <b>5,108</b>   | <b>7,378</b>   |

Colac Otway Shire Council  
2009/2010 Financial Report

For the Year Ended 30 June 2010

|  | Note | 2010<br>\$'000 | 2009<br>\$'000 |
|--|------|----------------|----------------|
|--|------|----------------|----------------|

**Note 39 Capital expenditure (cont.)**

**(a) Renewal**

Expenditure on an existing asset which returns the service potential or the life of the asset up to that which it had originally. It is periodically required expenditure, relatively large (material) in value compared with the value of the components or sub-components of the asset being renewed. As it reinstates existing service potential, it has no impact on revenue, but may reduce future operating and maintenance expenditure if completed at the optimum time.

**(b) Upgrade**

Expenditure which 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 the council's asset base.

**Note 40 Port of Apollo Bay**

The council is the Committee of Management for the Port of Apollo Bay. The assets and liabilities of the committee have been included in the council's financial statements and are summarised below:

|                                      | 2010<br>\$'000 | 2009<br>\$'000 |
|--------------------------------------|----------------|----------------|
| <b>Assets</b>                        |                |                |
| <b>Current assets</b>                |                |                |
| Trade and other receivables          | 1,272          | 973            |
| <b>Total current assets</b>          | <b>1,272</b>   | <b>973</b>     |
| <b>Total assets</b>                  | <b>1,272</b>   | <b>973</b>     |
| <b>Liabilities</b>                   |                |                |
| <b>Current liabilities</b>           |                |                |
| Provisions                           | 40             | 19             |
| <b>Total current liabilities</b>     | <b>40</b>      | <b>19</b>      |
| <b>Non-current liabilities</b>       |                |                |
| Provisions                           | 11             | 14             |
| <b>Total non-current liabilities</b> | <b>11</b>      | <b>14</b>      |
| <b>Total liabilities</b>             | <b>51</b>      | <b>33</b>      |
| <b>Net Assets</b>                    | <b>1,221</b>   | <b>940</b>     |
| <b>Equity</b>                        |                |                |
| Accumulated surplus                  | 1,221          | 940            |
| <b>Total Equity</b>                  | <b>1,221</b>   | <b>940</b>     |



Colac Otway Shire Council  
2009/2010 Financial Report

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**Certification of the Financial Report**

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In my opinion the accompanying financial statements have been prepared in accordance with the *Local Government Act 1989*, the *Local Government (Finance and Reporting) Regulations 2004*, Australian Accounting Standards and other mandatory professional reporting requirements.



Brett Exelby (CPA)  
Principal Accounting Officer

Date : 29 September 2010

In our opinion the accompanying financial statements present fairly the financial transactions of <Name> for the year ended 30 June 2010 and the financial position of the Council as at that date.

As at the date of signing, we are not aware of any circumstances which would render any particulars in the financial statements to be misleading or inaccurate.

We have been authorised by the Council on 22 September 2010 to certify the financial statements in their final form.



Stephen Hart  
Councillor

Date : 29 September 2010



Stuart Hart  
Councillor

Date : 29 September 2010



Rob Small  
Chief Executive Officer

Date : 29 September 2010



Victorian Auditor-General's Office  
**INDEPENDENT AUDITOR'S REPORT**

**To the Councillors, Colac Otway Shire Council**

*The Financial Report and Standard Statements*

The accompanying financial report for the year ended 30 June 2010 of Colac Otway Shire Council which comprises of comprehensive income statement, balance sheet, statement of changes in equity, cash flow statement, a summary of significant accounting policies and other explanatory notes to and forming part of the financial report, and the Certification of the Financial Report has been audited.

The accompanying standard statements for the year ended 30 June 2010 of the Council which comprises of standard income statement, standard balance sheet, standard cash flow statement, standard statement of capital works, the related notes and the Certification of the Standard Statements have been audited.

*The Councillors' Responsibility for the Financial Report and Standard Statements*

The Councillors of Colac Otway Shire Council are responsible for the preparation and the fair presentation of:

- the financial report in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations) and the financial reporting requirements of the *Local Government Act 1989*
- the standard statements in accordance with the basis of preparation as described in note 1 of the statements and the requirements of the *Local Government Act 1989*.

This responsibility includes:

- establishing and maintaining internal controls relevant to the preparation and fair presentation of the financial report and standard statements that are free from material misstatement, whether due to fraud or error
- selecting and applying appropriate accounting policies
- making accounting estimates that are reasonable in the circumstances.

*Auditor's Responsibility*

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report and standard statements based on the audit, which has been conducted in accordance with Australian Auditing Standards. These Standards require compliance with relevant ethical requirements relating to audit engagements and that the audit be planned and performed to obtain reasonable assurance whether the financial report and standard statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report and standard statements. The audit procedures selected depend on judgement, including the assessment of the risks of material misstatement of the financial report and standard statements, whether due to fraud or error. In making those risk assessments, consideration is given to the internal control relevant to the entity's preparation and fair presentation of the financial report and standard statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of the accounting policies used, and the reasonableness of accounting estimates made by the Councillors, as well as evaluating the overall presentation of the financial report and standard statements.

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Level 24, 35 Collins Street, Melbourne Vic. 3000

Telephone 61 3 8601 7000 Facsimile 61 3 8601 7010 Email [comments@audit.vic.gov.au](mailto:comments@audit.vic.gov.au) Website [www.audit.vic.gov.au](http://www.audit.vic.gov.au)

*Auditing in the Public Interest*

# VAGO

## Victorian Auditor-General's Office Independent Auditor's Report (continued)

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

### *Matters Relating to the Electronic Presentation of the Audited Financial Report and Standard Statements*

This auditor's report relates to the financial report and standard statements published in both the annual report and on the website of Colac Otway Shire Council for the year ended 30 June 2010. The Councilors of Colac Otway Shire Council are responsible for the integrity of the website. I have not been engaged to report on the integrity of the website. The auditor's report refers only to the statements named above. An opinion is not provided on any other information which may have been hyperlinked to or from these statements. If users of this report are concerned with the inherent risks arising from electronic data communications, they are advised to refer to the hard copy of the audited financial report to confirm the information included in the audited financial report presented on Colac Otway Shire Council website.

### *Independence*

The Auditor-General's independence is established by the *Constitution Act 1975*. The Auditor-General is not subject to direction by any person about the way in which his powers and responsibilities are to be exercised. In conducting the audit, the Auditor-General, his staff and delegates complied with all applicable independence requirements of the Australian accounting profession.

### *Auditor's Opinion*

In my opinion:

- (a) the financial report presents fairly, in all material respects, the financial position of Colac Otway Shire Council as at 30 June 2010 and its financial performance and cash flows for the year then ended in accordance with applicable Australian Accounting Standards (including the Australian Accounting Interpretations), and the financial reporting requirements of the *Local Government Act 1989*.
- (b) The standard statements present fairly, in all material respects, in accordance with the basis of preparation as described in note 1 to the statements and comply with the requirements of the *Local Government Act 1989*.

MELBOURNE  
29 September 2010

  
J D R Pearson  
Auditor-General

2

Level 24, 35 Collins Street, Melbourne Vic. 3000  
Telephone 61 3 8601 7000 Facsimile 61 3 8601 7010 Email [comments@audit.vic.gov.au](mailto:comments@audit.vic.gov.au) Website [www.audit.vic.gov.au](http://www.audit.vic.gov.au)

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## FINANCIAL SUSTAINABILITY

## Performance Statement

| Objectives                                                                                                                                                                                                                                                                                  | Strategic Indicators                                              | Target 2009/10                             | Result 2009/10 | Outcome      |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|--------------------------------------------|----------------|--------------|
| <b>Leadership and Governance</b><br><br>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%                                       | 100%           | Achieved     |
|                                                                                                                                                                                                                                                                                             | Community satisfaction with the Overall Performance of Council    | 62%                                        | 55%            | Not Achieved |
|                                                                                                                                                                                                                                                                                             | Community satisfaction with Council's Advocacy role               | 63%                                        | 56%            | Not Achieved |
|                                                                                                                                                                                                                                                                                             | Community satisfaction with Council's Community Engagement        | 62%                                        | 52%            | Not Achieved |
|                                                                                                                                                                                                                                                                                             | Community satisfaction with Council's Customer Contact            | 73%                                        | 70%            | Not Achieved |
|                                                                                                                                                                                                                                                                                             | Risk Liability Assessment                                         | 87%                                        | 89%            | Achieved     |
|                                                                                                                                                                                                                                                                                             | Liquidity Ratio                                                   | 1.50:1 (Est AIFRS Adj)                     | 2.18:1         | Achieved     |
|                                                                                                                                                                                                                                                                                             | Audit Opinion issued on Financial Statements                      | Compliance with all statutory requirements | Yes            | Achieved     |
| <b>Physical Infrastructure and Assets</b><br><br>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%                                       | 95%            | Not Achieved |
|                                                                                                                                                                                                                                                                                             | Percentage of Capital Works expenditure projects completed        | 85%                                        | 77%            | Not Achieved |
|                                                                                                                                                                                                                                                                                             | Capital Works expenditure actual compared to budgeted expenditure | 85%                                        | 80%            | Not Achieved |
|                                                                                                                                                                                                                                                                                             | Asset renewal sustainability index                                | 80%                                        | 88%            | Achieved     |

Colac Otway Shire – Annual Report 2009-2010

FINANCIAL SUSTAINABILITY

| Objectives                                                                                                                                                                                                                                                                                                                | Strategic Indicators                                     | Target 2009/10                                                                                                                        | Result 2009/10 | Outcome      |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|----------------|--------------|
| <p><b>Land Use and Development</b></p> <p>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.</p>                        | Achievement of Council Commitments and Key Actions       | 100%                                                                                                                                  | 82%            | Not Achieved |
|                                                                                                                                                                                                                                                                                                                           | Building permits processed within statutory timeframes   | 70%                                                                                                                                   | N/A            | Not Achieved |
|                                                                                                                                                                                                                                                                                                                           | Planning permits processed within statutory timeframes   | 70%                                                                                                                                   | 71%            | Achieved     |
| <p><b>Environmental Management</b></p> <p>Council will protect and enhance the environment entrusted to us, demonstrate efficient use of natural resources and minimise climate change impacts.</p>                                                                                                                       | Achievement of Council Commitments and Key Actions       | 100%                                                                                                                                  | 75%            | Not Achieved |
|                                                                                                                                                                                                                                                                                                                           | Increased Environmental Sustainability                   |  Milestone 5 (Cities for Climate Protection Program) | 100%           | Achieved     |
|                                                                                                                                                                                                                                                                                                                           |                                                          |  Eco Buy Accreditation                              | 100%           | Achieved     |
| <p><b>Economic Development</b></p> <p>Council is committed to facilitating a healthy and resilient economy through effective leadership, advocacy, and partnership.</p>                                                                                                                                                   | Achievement of Council Commitments and Key Actions       | 100%                                                                                                                                  | 89%            | Not Achieved |
|                                                                                                                                                                                                                                                                                                                           | Completion of Master Plan priorities for all small towns | 80%                                                                                                                                   | 75%            | Not Achieved |
| <p><b>Community Health and Wellbeing</b></p> <p>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</p> | Achievement of Council Commitments and Key Actions       | 100%                                                                                                                                  | 65%            | Not Achieved |
|                                                                                                                                                                                                                                                                                                                           | Community satisfaction with Health and Human Services    | 77%                                                                                                                                   | 72%            | Not Achieved |
|                                                                                                                                                                                                                                                                                                                           | Community satisfaction with Recreational Facilities      | 66%                                                                                                                                   | 52%            | Not Achieved |

**NOTES TO AND FORMING PART OF THE PERFORMANCE STATEMENT  
FOR 2009-2010**

**Introduction to the performance Statement**

Section 127 of the *Local Government Act 1989* included the requirement for a budget to contain "separately identified Key Strategic Activities to be undertaken during the financial year and performance targets and measures in relation to each Key Strategic Activity".

Sections 131(1)(d) and 132(2) of the Act also require the performance Statement component of the annual Report to include the actual results achieved for the relevant Key Strategic Activities, having regard to the stated performance targets and measures.

**Common Terms**

The majority of the terms used in the Performance Statement are the same as those used in the financial statements, however some of the terms are different. A full and detailed explanation of each indicator, how it is calculated, its purpose and interpretation etc, can be found in the "Explanatory Guide" which is available from Council.

Short explanation of a "different" term used is listed below:

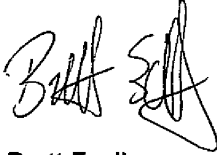
**Customer Satisfaction Ratings**

Indexed means of 350 respondents' answers in a survey, conducted by the independent strategic research consultants Wallis Consulting Group, asking them to rate Council's performance. The indexed mean is a weighted score across five performance ratings being:

- 100 – For an excellent outstanding performance
- 80 – A good high / standard
- 60 – Adequate / acceptable
- 40 – Needs some improvement and
- 20 – Needs a lot of improvement

**CERTIFICATION OF PERFORMANCE STATEMENT**

In my opinion, the accompanying Performance Statement of the Colac Otway Shire council in respect of 2009-2010 financial year has been prepared in accordance with the *Local Government Act 1989*.



**Brett Exelby**  
Principal Accounting Officer  
Date 29 September, 2010

In our opinion, the accompanying Performance Statement of the Colac Otway Shire Council in respect of the 2009-2010 financial year is presented fairly in accordance with Section 132 of the *Local Government Act 1989*.

The statement outlines the separately identified Key Strategic Activities contained in the budget under section 127 of the *Local Government Act 1989* and describes the actual results achieved in the financial year.

As at the time of signing, we are not aware of any circumstances which would render any particulars in the statement to be misleading or inaccurate.



**Stephen Hart**  
Councillor  
Date 29 September, 2010



**Stuart Hart**  
Councillor  
Date 29 September, 2010



**Rob Small**  
Chief Executive Officer  
Date 29 September, 2010



Victorian Auditor-General's Office

## INDEPENDENT AUDITOR'S REPORT

To the Councillors, Colac Otway Shire Council

### *The Performance Statement*

The accompanying performance statement for the year ended 30 June 2010 of Colac Otway Shire Council which comprises the statement, the related notes and the Certification of Performance Statement has been audited.

### *The Councillors' Responsibility for the Performance Statement*

The Councillors of Colac Otway Shire Council are responsible for the preparation and fair presentation of the performance statement in accordance with the *Local Government Act 1989*. This responsibility includes establishing and maintaining internal controls relevant to the preparation and fair presentation of the performance statement that is free of material misstatement, whether due to fraud or error.

### *Auditor's Responsibility*

As required by the *Local Government Act 1989*, my responsibility is to express an opinion on the performance statement based on the audit, which has been conducted in accordance with Australian Auditing Standards. These Standards require compliance with relevant ethical requirements relating to audit engagements and that the audit be planned and performed to obtain reasonable assurance whether the performance statement is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the performance statement. The audit procedures selected depend on judgement, including the assessment of the risks of material misstatement of the performance statement, whether due to fraud or error. In making those risk assessments, consideration is given to the internal control relevant to the entity's preparation and fair presentation of the performance statement in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the overall presentation of the performance statement.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

### *Matters Relating to the Electronic Presentation of the Audited Performance Statement*

This auditor's report relates to the performance statement published in both the annual report and on the website of Colac Otway Shire Council for the year ended 30 June 2010. The Councillors are responsible for the integrity of the website. I have not been engaged to report on the integrity of the website. The auditor's report refers only to the statements named above. An opinion is not provided on any other information which may have been hyperlinked to or from these statements. If users of this report are concerned with the inherent risks arising from electronic data communications, they are advised to refer to the hard copy of the audited performance statement to confirm the information included in the audited performance statement presented on Colac Otway Shire Council website.

Level 24, 35 Collins Street, Melbourne Vic. 3000

Telephone 61 3 8601 7000 Facsimile 61 3 8601 7010 Email [comments@audit.vic.gov.au](mailto:comments@audit.vic.gov.au) Website [www.audit.vic.gov.au](http://www.audit.vic.gov.au)

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Victorian Auditor-General's Office

## Independent Auditor's Report (continued)

### *Independence*

The Auditor-General's independence is established by the *Constitution Act 1975*. The Auditor-General is not subject to direction by any person about the way in which his powers and responsibilities are to be exercised. In conducting the audit the Auditor-General, his staff and delegates complied with all applicable independence requirements of the Australian accounting profession.

### *Auditor's Opinion*

In my opinion, the performance statement of Colac Otway Shire Council in respect of the 30 June 2010 financial year presents fairly, in all material respects, in accordance with the *Local Government Act 1989*.

MELBOURNE  
29 September 2010

  
J D R Pearson  
Auditor-General

Level 24, 35 Collins Street, Melbourne Vic 3000

Telephone 61 3 8801 7000 Facsimile 61 3 8801 7010 Email [comments@audit.vic.gov.au](mailto:comments@audit.vic.gov.au) Website [www.audit.vic.gov.au](http://www.audit.vic.gov.au)

*Auditing in the Public Interest*

### Acronyms and Definitions

|            |                                                            |
|------------|------------------------------------------------------------|
| APWA       | American Public Works Association                          |
| BWFC       | Bluewater Fitness Centre                                   |
| CACP       | Community Aged Care Packages                               |
| CBD        | Central Business District                                  |
| CCP        | Cities for Climate Protection                              |
| CEO        | Chief Executive Officer                                    |
| CFA        | Country Fire Authority                                     |
| CLSC       | Colac Otway Livestock Selling Centre                       |
| CMP        | Civic Mutual Plus                                          |
| COPACC     | Colac Otway Performing Arts and Cultural Centre            |
| COSWORKS   | Colac Otway Shire Works Unit                               |
| COVEC      | Colac Otway Vocational Education Cluster                   |
| CPR        | Cardio Pulmonary Resuscitation                             |
| CPRS       | Carbon Pollution Reduction Scheme                          |
| DOT        | Department of Transport                                    |
| DSE        | Department of Sustainability and Environment               |
| ED         | Economic Development                                       |
| EFT        | Equivalent Full Time employees                             |
| EMP        | Emergency Management Plan                                  |
| EPA        | Environment Protection Authority                           |
| ETS        | Emissions Trading Scheme                                   |
| FOI        | Freedom of Information                                     |
| G21        | Gaelong Regional Alliance                                  |
| GORVIC     | Great Ocean Road Visitor Information Centre                |
| GSCRSP     | Great South Coast Regional Strategic Plan                  |
| HACC       | Home and Community Care                                    |
| IAP2       | International Association for Public Participation         |
| ICLEI      | International Council for Local Environmental Initiatives  |
| ISO        | International Organisation for Standardisation             |
| Interplan® | Council's Corporate Performance Management software system |
| JLTA       | Jardine Lloyd Thompson Australia                           |
| JMAPP      | Jardine Municipal Asset Protection Package                 |
| LG         | Local Government                                           |
| MAV        | Municipal Association of Victoria                          |
| MOU        | Memorandum of Understanding                                |
| NSPP       | Neighbourhood Safer Places Plan                            |
| OH&S       | Occupational Health and Safety                             |
| OT         | Otways Tourism Inc                                         |
| PC         | Personal Computer                                          |
| PES®       | Council's Corporate Personnel Evaluation software system   |
| PP&E       | Property, Plant and Equipment Infrastructure               |
| RDV        | Regional Development Victoria                              |
| RIDF       | Regional Infrastructure Development Funds                  |
| SafetyMAP  | Accreditation through the Victorian WorkCover Authority    |
| SAI        | Safety Interface Agreement                                 |
| TLC3       | Towards Liveable Communities Coordinating Committee        |
| TTC        | Trade Training Centre                                      |
| VCAT       | Victorian Civil and Administrative Tribunal                |
| VIC        | Visitor Information Centre                                 |

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## Contacting the council

| Councillor                             | Address                                       | Contact Details                                                                                                                                            |
|----------------------------------------|-----------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Cr Lyn Russell</b><br>Mayor         | 84 Slater Street<br>Elliminyt 3250            | Mobile: BH 0419 326 624; AH 5231 5191<br>Fax: 5596 3177<br>Email: <a href="mailto:lyn.russell@colacotway.vic.gov.au">lyn.russell@colacotway.vic.gov.au</a> |
| <b>Cr Stephen Hart</b><br>Deputy Mayor | 4926 Great Ocean Road<br>Lavers Hill Vic 3238 | Phone BH & AH: 5237 3196<br>Mobile: 0447 844 497<br>Email: <a href="mailto:lavershill@skymesh.com.au">lavershill@skymesh.com.au</a>                        |
| <b>Cr Frank Buchanan</b>               | PO Box 275<br>Apollo Bay Vic 3233             | Phone BH/AH: 5237 7890<br>Mobile: 0427 859 712<br>Email: <a href="mailto:frankbuchanan@live.com.au">frankbuchanan@live.com.au</a>                          |
| <b>Cr Brian Crook</b>                  | 88 Wilson Street<br>Colac Vic 3250            | Phone: AH 5231 3885<br>Email: <a href="mailto:bcrook88@gmail.com">bcrook88@gmail.com</a>                                                                   |
| <b>Cr Stuart Hart</b>                  | 15 Berry's Lane<br>Gellibrand River Vic 3249  | Phone BH/AH: 5235 8391<br>Email: <a href="mailto:hartstuar@gmail.com">hartstuar@gmail.com</a>                                                              |
| <b>Cr Geoff Higgins</b>                | 115 Back Larpent Road<br>Colac West Vic 3249  | Phone BH/AH: 5231 4864<br>Mobile: 0418 524 674<br>Fax: 5231 4864                                                                                           |
| <b>Cr Chris Smith</b>                  | 1330 Bungador Road<br>Swan Marsh Vic 3249     | Phone BH/AH: 5235 1255<br>Mobile: 0419 351 255<br>Fax: 5235 1451                                                                                           |

**Colac Service Centre**  
2-6 Rae Street  
Colac Vic 3250

Phone: (03) 5232 9400  
Fax: (03) 5232 1046

Hours: 8.30am – 5.00pm  
Monday to Friday

**Postal Address:** PO Box 283  
Colac Vic 3250

**Email Address:** [inq@colacotway.vic.gov.au](mailto:inq@colacotway.vic.gov.au)

**Website Address:** [www.colacotway.vic.gov.au](http://www.colacotway.vic.gov.au)

**Apollo Bay Service Centre**  
69 Nelson Street  
Apollo Bay Vic 3233

Phone: (03) 5237 6504  
Fax: (03) 5237 6734

Hours: 8.30am – 1.00pm  
Monday to Friday



**OM102710-5                      COUNCIL'S INSTRUMENT OF DELEGATION TO STAFF  
UPDATE**

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

**Purpose**

The purpose of this report is to update Council's Instrument of Delegation to Members of Council Staff.

**Declaration of Interests**

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

**Background**

Council must update its Instrument of Delegation to enable enforcement of the statutory powers and responsibilities required within changing legislation and confer these duties to the relevant staff. Council last updated the Delegation in July 2010 to reflect legislative changes and is now required to make further amendments.

**Council Plan / Other Strategies / Policy**

The Council Plan objective of leadership and governance is:

*"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**

Council is required to have an updated Instrument of Delegation to staff as per legislation.

The Maddocks delegation package provides Council with legislative amendments required to the Instrument of Delegation since the last changes made by Council in July 2010.

Further amendments are now required:

- additional provisions added to the *Cemeteries and Crematoria Act 2003*, *Food Act 1984*, *Planning and Environment Act 1987*, *Rail Safety Act 2006* and *Road Management Act 2004*;
- inclusion of the *Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2010*.

**Proposal**

That Council resolve to seal the revised Instrument of Delegation.

As Council is required to resolve to seal the Instrument, the complete document is attached.

**Financial and Other Resource Implications**

Not applicable

**Risk Management & Compliance Issues**

Council is required to review all delegations and the Instrument of Delegation to Council Staff to reflect changing legislation.

**Environmental and Climate Change Considerations**

Not applicable

**Community Engagement**

The community engagement strategy will follow the recommendations of the Colac Otway Shire Council Community Engagement policy of January 2010, which details five levels of engagement – inform, consult, involve, collaborate and empower.

Inform is the level of community engagement methodology appropriate for this process. The adopted Instrument of Delegation will be placed on the Intranet for staff reference.

**Implementation**

This Instrument of Delegation comes into force after adoption by Council and fixing of the Council seal and a signed copy is placed on the register.

**Conclusion**

This update provides the latest amendments as required.

**Attachments**

1. Instrument of Delegation Council to Members of Council Staff

**Recommendation(s)**

***In the exercise of the powers conferred by section 98(1) of the Local Government Act 1989 (the Act) and the other legislation referred to in the tabled Instrument of Delegation, Colac Otway Shire Council (Council) resolves that –***

1. ***There be delegated to the members of Council staff holding, acting in or performing the duties of the offices or positions referred to in the tabled Instrument of Delegation to members of Council staff, the powers, duties and functions set out in that Instrument, subject to the conditions and limitations specified in that Instrument.***
2. ***The Instrument comes into force immediately the common seal of Council is affixed to the Instrument.***
3. ***On the coming into force of the Instrument all previous delegations to members of Council staff (other than the Chief Executive Officer) are revoked.***
4. ***The duties and functions set out in the Instrument must be performed and the powers set out in the Instrument must be executed, in accordance with any guidelines or policies of Council that may from time to time adopt.***

~~~~~\ ~~~~~

Maddocks Delegations and Authorisations

**S6. Instrument of Delegation – Members of Staff**

**Colac Otway Shire Council**

**Instrument of Delegation**

**to**

**Members of Council Staff**

| 1 July 2010

Deleted: 1  
16 December 2009

S6. Instrument of Delegation – Members of Staff

### Instrument of Delegation

In exercise of the power conferred by section 98(1) of the *Local Government Act 1989* and the other legislation referred to in the attached Schedule, the Council:

1. delegates each duty and/or function and/or power described in column 1 of the Schedule (and summarised in column 2 of the Schedule) to the member of Council staff holding, acting in or performing the duties of the office or position described opposite each such duty and/or function and/or power in column 3 of the Schedule;
2. records that a reference in the Schedule to:

|         |  |
|---------|--|
| "BEA"   | means Building and Environment Administrator               |
| "CC"    | means Contracts Co-ordinator                               |
| "EHC"   | means Environmental Health Co-ordinator                    |
| "EHO"   | means Environmental Health Officer (FSO)                   |
| "EO"    | means Environment Officer                                  |
| "EP"    | means Environment Planner                                  |
| "GMCCS" | means General Manager Corporate and Community Services     |
| "GMSPD" | means General Manager Sustainable Planning and Development |
| "GMIS"  | means General Manager Infrastructure and Services          |
| "LLC"   | means Local Laws Co-ordinator                              |
| "LLO"   | means Local Laws Officer                                   |
| "MBS"   | means Municipal Building Surveyor                          |
| "MCW"   | means Manager Cosworks                                     |
| "MECS"  | means Manager Environment & Community Safety               |
| "MFCS"  | means Manager Finance & Customer Services                  |
| "MFPO"  | means Municipal Fire Prevention Officer                    |
| "MHCS"  | means Manager Health & Community Services                  |
| "MPB"   | means Manager Planning and Building                        |
| "MSA"   | means Manager Sustainable Assets                           |
| "PA"    | means Planning Assistant                                   |
| "PC"    | means Planning Co-ordinator                                |
| "PCofC" | means Planning Committee of Council                        |
| "PRC"   | means Property & Rates Co-ordinator                        |
| "PLO"   | means Planning Officer (inc. Planning Enforcement Officer) |
3. declares that:
  - 3.1 this Instrument of Delegation is authorised by resolution of Council passed on .
  - 3.2 the delegation:
    - 3.1.1 comes into force immediately the common seal of Council is affixed to this Instrument of Delegation;
    - 3.1.2 remains in force until varied or revoked;
    - 3.1.3 is subject to any conditions and limitations set out in the Schedule; and
    - 3.1.4 must be exercised in accordance with any guidelines or policies which Council from time to time adopts.

S6. Instrument of Delegation – Members of Staff



This Delegation was amended by Resolution of the Colac Otway Shire Council on

THE COMMON SEAL of the )  
COLAC OTWAY SHIRE COUNCIL was )  
hereunto affixed in the presence of: )

.....  
Chief Executive Officer

S6. Instrument of Delegation – Members of Staff

\*

**SCHEDULE**

S6. Instrument of Delegation – Members of Staff

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S6. Instrument of Delegation – Members of Staff

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**CEMETERIES AND CREMATATORIA ACT 2003**

| <u>Column 1</u>  | <u>Column 2</u>   | <u>Column 3</u>      | <u>Column 4</u>   |
|------------------|---|----------------------|---|
| <b>PROVISION</b> | <b>THING DELEGATED</b>  | <b>DELEGATE</b>      | <b>CONDITIONS &amp; LIMITATIONS</b>   |
| s.8(1)(a)(ii)    | power to manage one or more public cemeteries   | PRC<br>GMCCS<br>MFCS | <ul style="list-style-type: none"> <li>where appointed to manage cemetery by Governor in Council</li> </ul> |
| s.17(1)          | power to employ any persons necessary   | PRC<br>GMCCS<br>MFCS |   |
| s.17(2)          | power to engage any professional, technical or other assistance considered necessary    | PRC<br>GMCCS<br>MFCS |   |
| s.18(3)          | duty to comply with a direction from the Secretary                                      | PRC<br>GMCCS<br>MFCS |   |
| s.19             | power to carry out or permit the carrying out of works                                  | PRC<br>GMCCS<br>MFCS |   |
| s.20(1)          | duty to set aside areas for the interment of human remains                              | PRC<br>GMCCS<br>MFCS |   |
| s.20(2)          | power to set aside areas for the purposes of managing a public cemetery                 | PRC<br>GMCCS<br>MFCS |   |
| s.20(3)          | power to set aside areas for those things in paragraphs (a) – (e)                       | PRC<br>GMCCS<br>MFCS |   |
| s.24(2)          | power to apply to the Secretary for approval to alter the existing distribution of land | PRC<br>GMCCS<br>MFCS |   |

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[MAR: 2264237v1] S6. Instrument of Delegation – Members of Staff

**CEMETERIES AND CREMATORIA ACT 2003**

| Column 1  | Column 2   | Column 3             | Column 4                    |
|-----------|--|----------------------|-----------------------------|
| PROVISION | THING DELEGATED  | DELEGATE             | CONDITIONS & LIMITATIONS    |
| s.47      | power to pay a contribution toward the cost of the construction and maintenance of any private street adjoining or abutting a cemetery | PRC<br>GMCCS<br>MFCS | Subject to Budget process   |
| s.57(1)   | duty to submit a report to the Secretary every financial year in respect of powers and functions under the Act                         | PRC<br>GMCCS<br>MFCS |                             |
| s.59      | duty to keep records   | PRC<br>GMCCS<br>MFCS |                             |
| s.60(1)   | duty to make information in records available to the public for historical or research purposes  | PRC<br>GMCCS<br>MFCS |                             |
| s.60(2)   | power to charge fees for providing information   | PRC<br>GMCCS<br>MFCS |                             |
| s.64(4)   | duty to comply with a direction from the Secretary under section 64(3)   | PRC<br>GMCCS<br>MFCS |                             |
| s.64B(d)  | power to permit interments at a reopened cemetery  | PRC<br>GMCCS<br>MFCS |                             |
| s.66(1)   | power to apply to the Minister for approval to convert the cemetery, or part of it, to a historic cemetery park                        | PRC<br>GMCCS<br>MFCS | Subject to Council approval |
| s.69      | duty to take reasonable steps to notify of conversion to historic cemetery park  | PRC<br>GMCCS<br>MFCS |                             |

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s6. Instrument of Delegation – Members of Staff ..... 1 July 2010

| <u>CEMETERIES AND CREMATATORIA ACT 2003</u> |  |                      |                                     |
|---|--|----------------------|-------------------------------------|
| <u>Column 1</u>                             | <u>Column 2</u>  | <u>Column 3</u>      | <u>Column 4</u>                     |
| <u>PROVISION</u>                            | <u>THING DELEGATED</u>   | <u>DELEGATE</u>      | <u>CONDITIONS &amp; LIMITATIONS</u> |
| s.70(1)                                     | duty to prepare plan of existing places of interment   | PRC<br>GMCCS<br>MFCS |                                     |
| s.70(2)                                     | duty to make plans of existing place of interment available to the public  | PRC<br>GMCCS<br>MFCS |                                     |
| s.71(1)                                     | power to remove any memorials or other structures in an area to which an approval to convert applies   | PRC<br>GMCCS<br>MFCS |                                     |
| s.71(2)                                     | power to dispose of any memorial or other structure removed  | PRC<br>GMCCS<br>MFCS |                                     |
| s.72(2)                                     | duty to comply with request received under section 72  | PRC<br>GMCCS<br>MFCS |                                     |
| s.73(1)                                     | power to grant a right of interment  | PRC<br>GMCCS<br>MFCS |                                     |
| s.73(2)                                     | power to impose conditions on the right of interment   | PRC<br>GMCCS<br>MFCS |                                     |
| s.76(3)                                     | duty to allocate a piece of interment if an unallocated right is granted   | PRC<br>GMCCS<br>MFCS |                                     |
| s.77(4)                                     | power to authorise and impose terms and conditions on the removal of cremated human remains or body parts from the place of interment on application | PRC<br>GMCCS<br>MFCS |                                     |

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S6. Instrument of Delegation – Members of Staff

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| <u>CEMETERIES AND CREMATORIA ACT 2003</u> |  |                      |                                     |
|---|--|----------------------|-------------------------------------|
| <u>Column 1</u>                           | <u>Column 2</u>  | <u>Column 3</u>      | <u>Column 4</u>                     |
| <u>PROVISION</u>                          | <u>THING DELEGATED</u>   | <u>DELEGATE</u>      | <u>CONDITIONS &amp; LIMITATIONS</u> |
| <u>s.80(1)</u>                            | function of receiving notification and payment of transfer of right of interment   | PRC<br>GMCCS<br>MFCS |                                     |
| <u>s.80(2)</u>                            | function of recording transfer of right of interment   | PRC<br>GMCCS<br>MFCS |                                     |
| <u>s.82(2)</u>                            | duty to pay refund on the surrender of an unexercised right of interment   | PRC<br>GMCCS<br>MFCS |                                     |
| <u>s.83(3)</u>                            | power to remove any memorial and grant another right of interment for a surrendered right of interment                                 | PRC<br>GMCCS<br>MFCS |                                     |
| <u>s.85(1)</u>                            | duty to notify holder of 25 year right of interment of expiration at least 12 months before expiry                                     | PRC<br>GMCCS<br>MFCS |                                     |
| <u>s.85(2)(b)</u>                         | power to remove and dispose of cremated human remains and remove any memorial  | PRC<br>GMCCS<br>MFCS |                                     |
| <u>s.86</u>                               | power to remove and dispose of cremated human remains and remove any memorial if no action taken by right holder within time specified | PRC<br>GMCCS<br>MFCS |                                     |
| <u>s.87(3)</u>                            | duty, if requested, to extend the right for a further 25 years or convert the right to a perpetual right of interment                  | PRC<br>GMCCS<br>MFCS |                                     |

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S6. Instrument of Delegation -- Members of Staff

| <u>CEMETERIES AND CREMATATORIA ACT 2003</u> |  |                      |  |
|---|--|----------------------|--|
| <u>Column 1</u>                             | <u>Column 2</u>  | <u>Column 3</u>      | <u>Column 4</u>  |
| <u>PROVISION</u>                            | <u>THING DELEGATED</u>   | <u>DELEGATE</u>      | <u>CONDITIONS &amp; LIMITATIONS</u>  |
| <u>s.89</u>                                 | power to approve or refuse an application for a lift and re-position procedure   |                      | <ul style="list-style-type: none"> <li>Can only be delegated to members of a committee established under section 86 of the <i>Local Government Act 1989</i></li> </ul> |
| <u>s.90</u>                                 | power to authorise a person without an exhumation licence to carry out a lift and re-position procedure as set out in section 90(1)(a)-(d)             |                      | <ul style="list-style-type: none"> <li>Can only be delegated to members of a committee established under section 86 of the <i>Local Government Act 1989</i></li> </ul> |
| <u>s.91(1)</u>                              | power to cancel a right of interment   | PRC<br>GMCCS<br>MFCS |  |
| <u>s.91(3)</u>                              | duty to publish notice of intention to cancel right of interment   | PRC<br>GMCCS<br>MFCS |  |
| <u>s.92</u>                                 | power to pay, refund or grant a right of interment in respect of another place of interment to the previous holder of the cancelled right of interment | PRC<br>GMCCS<br>MFCS |  |
| <u>s.99</u>                                 | power to approve or refuse an application made under section 98  | PRC<br>GMCCS<br>MFCS |  |
| <u>s.100(1)</u>                             | power to require a person to remove memorials or places of interment   | PRC<br>GMCCS<br>MFCS |  |
| <u>s.100(2)</u>                             | power to remove and dispose a memorial or place of interment or remedy a person's failure to comply with section 100(1)                                | PRC<br>GMCCS<br>MFCS |  |

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S6. Instrument of Delegation – Members of Staff



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**CEMETERIES AND CREMATORIA ACT 2003**

| <u>Column 1</u>  | <u>Column 2</u>  | <u>Column 3</u>      | <u>Column 4</u>                     |
|------------------|--|----------------------|-------------------------------------|
| <u>PROVISION</u> | <u>THING DELEGATED</u>   | <u>DELEGATE</u>      | <u>CONDITIONS &amp; LIMITATIONS</u> |
| s.100(3)         | power to recover costs of taking action under section 100(2)   | PRC<br>GMCCS<br>MFCS |                                     |
| s.102            | power to approve or refuse (if satisfied of the matters in (b) and (c)) an application under section 101   | PRC<br>GMCCS<br>MFCS |                                     |
| s.103(1)         | power to require a person to remove a building for ceremonies  | PRC<br>GMCCS<br>MFCS |                                     |
| s.103(2)         | power to remove and dispose of a building for ceremonies or remedy the failure to comply with section 103(1)   | PRC<br>GMCCS<br>MFCS |                                     |
| s.103(3)         | power to recover costs of taking action under section 103(2)   | PRC<br>GMCCS<br>MFCS |                                     |
| s.106(1)         | power to require the holder of the right of interment of the requirement to make the memorial or place of interment safe and proper or carry out specified repairs | PRC<br>GMCCS<br>MFCS |                                     |
| s.106(2)         | power to require the holder of the right of interment to provide for an examination  | PRC<br>GMCCS<br>MFCS |                                     |
| s.106(3)         | power to open and examine the place of interment if section 106(2) not complied with   | PRC<br>GMCCS<br>MFCS |                                     |

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S6. Instrument of Delegation – Members of Staff

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**CEMETERIES AND CREMATORIA ACT 2003**

| <u>Column 1</u>  | <u>Column 2</u>  | <u>Column 3</u>      | <u>Column 4</u>                     |
|------------------|--|----------------------|-------------------------------------|
| <b>PROVISION</b> | <b>THING DELEGATED</b>   | <b>DELEGATE</b>      | <b>CONDITIONS &amp; LIMITATIONS</b> |
| s.106(4)         | power to repair or – with the approval of the Secretary - take down, remove and dispose any memorial or place of interment if notice under section 106(1) is not complied with | PRC<br>GMCCS<br>MFCS |                                     |
| s.107(1)         | power to require person responsible to make the building for ceremonies safe and proper or carry out specified repairs   | PRC<br>GMCCS<br>MFCS |                                     |
| s.107(2)         | power to repair or take down, remove and dispose any building for ceremonies if notice under section 107(1) is not complied with   | PRC<br>GMCCS<br>MFCS |                                     |
| s.108            | power to recover costs and expenses  | PRC<br>GMCCS<br>MFCS |                                     |
| s.109(1)(a)      | power to open, examine and repair a place of interment   | PRC<br>GMCCS<br>MFCS |                                     |
| s.109(1)(b)      | power to repair a memorial or, with the Secretary's consent, take down, remove and dispose of a memorial   | PRC<br>GMCCS<br>MFCS |                                     |
| s.109(2)         | power to repair the building for ceremonies or, with the consent of the Secretary, take down, remove and dispose of a building for ceremonies                                  | PRC<br>GMCCS<br>MFCS |                                     |

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§6 Instrument of Delegation – Members of Staff

**CEMETERIES AND CREMATORIA ACT 2003**

| <u>Column 1</u>  | <u>Column 2</u>  | <u>Column 3</u>      | <u>Column 4</u>                     |
|------------------|--|----------------------|-------------------------------------|
| <b>PROVISION</b> | <b>THING DELEGATED</b>   | <b>DELEGATE</b>      | <b>CONDITIONS &amp; LIMITATIONS</b> |
| s.110(1)         | power to maintain, repair or restore a memorial or place of interment from other funds if unable to find right of interment holder                       | PRC<br>GMCCS<br>MFCS |                                     |
| s.110(2)         | power to maintain, repair or restore any building for ceremonies from other funds if unable to find responsible person and with consent of the Secretary | PRC<br>GMCCS<br>MFCS |                                     |
| s.111            | power to enter into agreement with a holder of the right of interment to maintain a memorial or place of interment                                       | PRC<br>GMCCS<br>MFCS |                                     |
| s.112            | power to sell and supply memorials   | PRC<br>GMCCS<br>MFCS |                                     |
| s.116(4)         | duty to notify the Secretary of an interment authorisation granted   | PRC<br>GMCCS<br>MFCS |                                     |
| s.116(5)         | power to require an applicant to produce evidence of the right of interment holder's consent to application  | PRC<br>GMCCS<br>MFCS |                                     |
| s.131            | function of receiving an application for cremation authorisation   | PRC<br>GMCCS<br>MFCS |                                     |
| s.145            | duty to comply with an order made by the Magistrates' Court or a coroner   | PRC<br>GMCCS<br>MFCS |                                     |

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§6. Instrument of Delegation – Members of Staff

| <u>CEMETERIES AND CREMATORIA ACT 2003</u> |   |                      |                                     |
|---|---|----------------------|-------------------------------------|
| <u>Column 1</u>                           | <u>Column 2</u>   | <u>Column 3</u>      | <u>Column 4</u>                     |
| <u>PROVISION</u>                          | <u>THING DELEGATED</u>  | <u>DELEGATE</u>      | <u>CONDITIONS &amp; LIMITATIONS</u> |
| s.146                                     | power to dispose of bodily remains by a method other than interment or cremation with the approval of the Secretary     | PRC<br>GMCCS<br>MFCS |                                     |
| s.147                                     | power to apply to the Secretary for approval to dispose of bodily remains by a method other than interment or cremation | PRC<br>GMCCS<br>MFCS |                                     |
| s.149                                     | duty to cease using method of disposal if approval revoked by the Secretary   | PRC<br>GMCCS<br>MFCS |                                     |
| s.150                                     | power to authorise the interment or cremation of body parts   | PRC<br>GMCCS<br>MFCS |                                     |
| s.151                                     | function of receiving an application to inter or cremate body parts   | PRC<br>GMCCS<br>MFCS |                                     |

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S6 Instrument of Delegation – Members of Staff

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| DOMESTIC ANIMALS ACT 1994 |   |          |  |
|---------------------------|---|----------|--|
| Column 1                  | Column 2                                    | Column 3 | Column 4   |
| PROVISION                 | THING DELEGATED                             | DELEGATE | CONDITIONS AND LIMITATIONS                               |
| s.41A(1)                  | power to declare a dog to be a menacing dog | LLC      | Council may delegate this power to an authorised officer |
|                           |   |          |  |
|                           |   |          |  |
|                           |   |          |  |

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S6 Instrument of Delegation – Members of Staff  
1 July 2010

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| ENVIRONMENT PROTECTION ACT 1970 |   |  |   |
|---------------------------------|---|--|---|
| Column 1                        | Column 2  | Column 3                                 | Column 4  |
| PROVISION                       | THING DELEGATED   | DELEGATE                                 | CONDITIONS & LIMITATIONS                                  |
| s.53M(3)                        | power to require further information                              | MHCS<br>EHC<br>EHO<br>MECS<br>LLC<br>LLO |   |
| s.53M(4)                        | duty to advise applicant that application is not to be dealt with | MHCS<br>EHC<br>EHO<br>MECS<br>LLC<br>LLO |   |
| s.53M(5)                        | duty to approve plans, issue permit or refuse permit              | MHCS<br>EHC<br>EHO                       | refusal must be ratified by Council or it is of no effect |
| s.53M(6)                        | power to refuse to issue septic tank permit                       | MHCS<br>EHC<br>EHO                       | refusal must be ratified by Council or it is of no effect |

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| FOOD ACT 1984        |   |                    |   |
|----------------------|---|--------------------|---|
| Column 1             | Column 2  | Column 3           | Column 4  |
| PROVISION            | THING DELEGATED   | DELEGATE           | CONDITIONS & LIMITATIONS                                    |
| s.19(6)(b)           | duty to give written notice of revocation under s.19(6)(a)  | MHCS<br>EHC<br>EHO | If section 19(1) applies                                    |
| s.19BA(3)            | duty to give notice of the variation or revocation of the order to the general public in the same manner as the original notice   | MHCS<br>EHC<br>EHO | Must be done by the same person as gave the original notice |
| s.19E(1)(d)          | power to request a copy of the food safety program  | MHCS<br>EHC<br>EHO | Where Council is the "registration authority"               |
| s.19EA(3)            | function of receiving a copy of any significant revision made to the food safety program  | MHCS<br>EHC<br>EHO |   |
| s.19GB               | power to request proprietor to provide written details of the name, qualification or experience of the current food safety supervisor   | MHCS<br>EHC<br>EHO |   |
| s.19H(5)(a) & (5)(b) | duty to take into account (a) the food safety performance of the food business; and (b) any guidelines issued by the secretary in determining the frequency and intervals of the assessments and audits | MHCS<br>EHC<br>EHO |   |
| s.19I                | duty to conduct a food safety assessment as required under section 19H  | MHCS<br>EHC<br>EHO |   |
| s.19IA(2)            | duty to give written notice to proprietor if food safety requirements or section 19DC(2) have not been complied with  | MHCS<br>EHC<br>EHO |   |

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| FOOD ACT 1984 |  |                    |                          |
|---------------|--|--------------------|--------------------------|
| Column 1      | Column 2   | Column 3           | Column 4                 |
| PROVISION     | THING DELEGATED  | DELEGATE           | CONDITIONS & LIMITATIONS |
| s.19N         | <u>function of receiving information from a food safety auditor</u>  | MHCS<br>EHC<br>EHO |                          |
| s.19NA(1)     | <u>power to request food safety audit reports</u>  | MHCS<br>EHC<br>EHO |                          |
| s.19U(3)      | <u>power to waive and vary the costs of a food safety audit if there are special circumstances</u>   | MHCS<br>EHC<br>EHO |                          |
| s.19U(4)      | <u>duty to ensure that information relating to costs of a food safety audit are available for inspection by the public</u>   | MHCS<br>EHC<br>EHO |                          |
| s.19UA        | <u>power to charge fees for conducting a food safety assessment or inspection</u>  | MHCS<br>EHC<br>EHO |                          |
| s.19UA(4)     | <u>duty to consider proprietor's history of compliance in deciding whether to charge the fee</u>   | MHCS<br>EHC<br>EHO |                          |
| s.19UA(5)     | <u>duty to ensure that the method of determining a fee under subsection (3)(a) and the considerations that apply under subsection (4) are available for inspection by the public</u> | MHCS<br>EHC<br>EHO |                          |

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| FOOD ACT 1984      |  |                    |  |
|--------------------|--|--------------------|--|
| Column 1           | Column 2   | Column 3           | Column 4   |
| PROVISION          | THING DELEGATED  | DELEGATE           | CONDITIONS & LIMITATIONS   |
| <u>s.19W</u>       | power to direct a proprietor of a food premises to comply with any requirement under Part IIIB   | MHCS<br>EHC<br>EHO | power of registration authority  |
| <u>s.19W(3)(a)</u> | power to direct a proprietor of a food premises to have staff at the premises undertake training or induction  | MHCS<br>EHC<br>EHO | power of registration authority  |
| <u>s.19W(3)(b)</u> | power to direct a proprietor of a food premises to have details of any staff training incorporated into the minimum records required to be kept or food safety program of the premises | MHCS<br>EHC<br>EHO | power of registration authority  |
| ---                | power to register, renew or transfer registration  | MHCS<br>EHC<br>EHO | refusal to grant/renew/transfer registration must be ratified by Council |
| <u>s.35A</u>       | function of registering food premises  | MHCS<br>EHC<br>EHO |  |
| <u>s.35B(1)</u>    | power to recognise, in writing, the registration of another registration authority for a specified temporary or mobile food premises   | MHCS<br>EHC<br>EHO |  |
| <u>s.38(3)</u>     | duty to consult with the secretary about the proposed exemption under section 38(2)  | MHCS<br>EHC<br>EHO |  |
| <u>s.38AA(4)</u>   | duty to determine whether the food premises are exempt from the requirement of registration  | MHCS<br>EHC<br>EHO |  |

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| FOOD ACT 1984 |  |                    |                          |
|---------------|--|--------------------|--------------------------|
| Column 1      | Column 2   | Column 3           | Column 4                 |
| PROVISION     | THING DELEGATED  | DELEGATE           | CONDITIONS & LIMITATIONS |
| s.38AA(5)     | power to (a) request further information; or (b) advise the proprietor that the premises must be registered if the premises are not exempt | MHCS<br>EHC<br>EHO |                          |
| s.38AB(4)     | power to fix a fee for the receipt of a notification under section 38AA in accordance with a declaration under subsection (1)              | MHCS<br>EHC<br>EHO |                          |
| s.38B(1)(a)   | duty to assess the application and determine which class of food premises under section 19C the food premises belongs                      | MHCS<br>EHC<br>EHO |                          |
| s.38B(1)(b)   | duty to ensure proprietor has complied with requirements of section 38A  | MHCS<br>EHC<br>EHO |                          |
| s.38B(1)(c)   | duty to inspect  | MHCS<br>EHC<br>EHO |                          |
| s.38B(2)      | duty to be satisfied of the matters in section 38B(2)(a)-(b)   | MHCS<br>EHC<br>EHO |                          |
| s.38D(1)      | duty to ensure compliance with the applicable provisions of section 38C and inspect the premises if required by section 39                 | MHCS<br>EHC<br>EHO |                          |
| s.38D(2)      | duty to be satisfied of the matters in section 38D(2)(a)-(d)   | MHCS<br>EHC<br>EHO |                          |

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S6 Instrument of Delegation – Members of Staff

| FOOD ACT 1984 |   |                    |                          |
|---------------|---|--------------------|--------------------------|
| Column 1      | Column 2  | Column 3           | Column 4                 |
| PROVISION     | THING DELEGATED   | DELEGATE           | CONDITIONS & LIMITATIONS |
| s.38D(3)      | power to request copies of any audit reports  | MHCS<br>EHC<br>EHO |                          |
| s.38E(1)(c)   | function of assessing the requirement for a food safety program   | MHCS<br>EHC<br>EHO |                          |
| s.38E(2)      | power to register the food premises on a conditional basis  | MHCS<br>EHC<br>EHO |                          |
| s.38E(3)(a)   | function of receiving certificates  | MHCS<br>EHC<br>EHO |                          |
| s.38E(4)      | duty to register the food premises when conditions are satisfied  | MHCS<br>EHC<br>EHO |                          |
| s.38F(3)(a)   | duty to note the change to the classification of the food premises on the certificate of registration         | MHCS<br>EHC<br>EHO |                          |
| s.38F(3)(b)   | power to require proprietor to comply with requirements of this Act   | MHCS<br>EHC<br>EHO |                          |
| s.39(2)       | duty to inspect within 12 months before renewal of registration   | MHCS<br>EHC<br>EHO |                          |
| s.39(3)       | duty to inspect within 3 months before renewal of registration if circumstances in section 39(3)(a)-(d) apply | MHCS<br>EHC<br>EHO |                          |

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| FOOD ACT 1984 |   |                    |                          |
|---------------|---|--------------------|--------------------------|
| Column 1      | Column 2  | Column 3           | Column 4                 |
| PROVISION     | THING DELEGATED   | DELEGATE           | CONDITIONS & LIMITATIONS |
| s.39A         | power to register food premises despite minor defects   | MHCS<br>EHC<br>EHO |                          |
| s.40(1)       | duty to issue a certificate of registration in the prescribed form  | MHCS<br>EHC<br>EHO |                          |
| s.40(2)       | power to incorporate the certificate of registration in one document with any certificate of registration under the <i>Public Health and Wellbeing Act 2008</i> | MHCS<br>EHC<br>EHO |                          |
| s.40C(2)      | power to grant or renew the registration of food premises for a period less than 1 year   | MHCS<br>EHC<br>EHO |                          |
| s.40D(1)      | power to suspend or revoke the registration of food premises  | MHCS<br>EHC        |                          |
| s.40D(2)      | duty to specify how long a suspension is to last under s.40D(1)   | MHCS<br>EHC        |                          |
| s.43(1)       | duty to keep register of all registrations, renewals or transfers of registration   | MHCS<br>EHC        |                          |
| s.43(3)       | duty to make available information held in records, free of charge, on request  | MHCS<br>EHC<br>EHO |                          |

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| HERITAGE ACT 1995 |  |          |   |
|-------------------|--|----------|---|
| Column 1          | Column 2   | Column 3 | Column 4  |
| PROVISION         | THING DELEGATED                                      | DELEGATE | CONDITIONS & LIMITATIONS                                |
| s.84(2)           | power to sub-delegate Executive Director's functions | GMSPD    | must obtain Executive Director's written consent first. |

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S6 Instrument of Delegation – Members of Staff

| PLANNING AND ENVIRONMENT ACT 1987 |   |                                 |                          |
|-----------------------------------|---|---------------------------------|--------------------------|
| Column 1                          | Column 2  | Column 3                        | Column 4                 |
| PROVISION                         | THING DELEGATED   | DELEGATE                        | CONDITIONS & LIMITATIONS |
| s.4B                              | power to prepare an amendment to the Victoria Planning Provisions   | PCofC<br>GMSPD<br>PC<br>MPB     |                          |
| s.4H                              | duty to make amendment etc available  | GMSPD<br>PC<br>MPB<br>PLO<br>PA |                          |
| s.4I                              | duty to keep Victoria Planning Provisions and other documents available   | GMSPD<br>PC<br>MPB<br>PLO<br>PA |                          |
| s.8A(3)                           | power to apply to Minister to prepare an amendment to the planning scheme   | PCofC<br>GMSPD<br>PC<br>MPB     |                          |
| s.11(3)(b)                        | duty to submit amendment to planning scheme to Minister for approval if the Minister withdraws authorisation  | GMSPD<br>PC<br>MPB              |                          |
| s.12A (1)                         | duty to prepare a municipal strategic statement (including power to prepare a municipal strategic statement under s.19 of the Planning and Environment (Planning Schemes) Act 1996) | PCofC<br>GMSPD<br>PC<br>MPB     |                          |

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| PLANNING AND ENVIRONMENT ACT 1987 |  |                                 |                          |
|-----------------------------------|--|---------------------------------|--------------------------|
| Column 1                          | Column 2   | Column 3                        | Column 4                 |
| PROVISION                         | THING DELEGATED  | DELEGATE                        | CONDITIONS & LIMITATIONS |
| s.35B(2)                          | duty to give to Minister notice of approval, copy of approved amendment and other documents                  | PCofC<br>GMSPD<br>PC<br>MPB     |                          |
| s.36(2)                           | duty to give notice of approval of amendment   | GMSPD<br>PC<br>MPB              |                          |
| s.38(5)                           | duty to give notice of revocation of an amendment  | GMSPD<br>PC<br>MPB              |                          |
| s.39                              | function of being a party to a proceeding commenced under s.39 and duty to comply with determination by VCAT | GMSPD<br>PC<br>MPB              |                          |
| s.40(1)                           | function of lodging copy of approved amendment   | GMSPD<br>PC<br>MPB              |                          |
| s.40(1A)                          | duty to lodge prescribed documents and copy of approved amendment with the relevant authorities              | GMSPD<br>PC<br>MPB              |                          |
| s.41                              | duty to make approved amendment available  | GMSPD<br>PC<br>MPB<br>PLO<br>PA |                          |
| s.42                              | duty to make copy of planning scheme available   | GMSPD<br>PC<br>PLO<br>MPB<br>PA |                          |

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| PLANNING AND ENVIRONMENT ACT 1987 |  |                             |                          |
|-----------------------------------|--|-----------------------------|--------------------------|
| Column 1                          | Column 2   | Column 3                    | Column 4                 |
| PROVISION                         | THING DELEGATED  | DELEGATE                    | CONDITIONS & LIMITATIONS |
| s.46N(1)                          | duty to include condition in permit regarding payment of development infrastructure levy                               | PCofC<br>GMSPD<br>PC<br>MPB |                          |
| s.46N(2)(c)                       | function of determining time and manner for receipt of development contributions levy                                  | PCofC<br>GMSPD<br>PC<br>MPB |                          |
| s.46N(2)(d)                       | power to enter into an agreement with the applicant regarding payment of development infrastructure levy               | GMSPD<br>PC<br>MPB          |                          |
| s.46O(1)(a) & (2)(a)              | power to ensure that community infrastructure levy is paid, or agreement is in place, prior to issuing building permit | GMSPD<br>PC<br>MPB<br>MBS   |                          |
| s.46O(1)(d) & (2)(d)              | power to enter into agreement with the applicant regarding payment of community infrastructure levy                    | GMSPD<br>PC<br>MPB<br>MBS   |                          |
| s.46P(1)                          | power to require payment of amount of levy under s.46N or s.46O to be satisfactorily secured                           | GMSPD<br>PC<br>MPB          |                          |
| s.46P(2)                          | power to accept provision of land, works, services or facilities in part or full payment of levy payable               | GMSPD<br>CEO<br>PC<br>MPB   |                          |

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| PLANNING AND ENVIRONMENT ACT 1987 |  |                                     |  |
|-----------------------------------|--|-------------------------------------|--|
| Column 1                          | Column 2   | Column 3                            | Column 4   |
| PROVISION                         | THING DELEGATED  | DELEGATE                            | CONDITIONS & LIMITATIONS   |
| s.46Q(1)                          | duty to keep proper accounts of levies paid  | GMSPD<br>GMCCS<br>MFCS<br>PC<br>MPB |  |
| s.46Q(1A)                         | duty to forward to development agency part of levy imposed for carrying out works, services, or facilities on behalf of development agency       | GMSPD<br>GMCCS<br>MFCS<br>PC<br>MPB |  |
| s.46Q(2)                          | duty to apply levy only for a purpose relating to the provision of the works, services and facilities in respect of which the levy was paid etc. | GMSPD<br>CEO<br>PC<br>MPB           |  |
| s.46Q(3)                          | power to refund any amount of levy paid if it is satisfied the development is not to proceed   | GMSPD<br>PC<br>MPB                  |  |
| s.46Q(4)(c)                       | duty to pay amount to current owners of land in the area   | GMSPD<br>CEO<br>PC<br>MPB           | <ul style="list-style-type: none"> <li>must be done within six months of the end of the period required by the development contributions plan and with the consent of, and in the manner approved by, the Minister.</li> </ul> |
| s.46Q(4)(d)                       | duty to submit to the Minister an amendment to the approved development contributions plan   | GMSPD<br>CEO<br>PC<br>MPB           | <ul style="list-style-type: none"> <li>must be done in accordance with Part 3</li> </ul>   |

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| PLANNING AND ENVIRONMENT ACT 1987 |   |   |  |
|-----------------------------------|---|---|--|
| Column 1                          | Column 2  | Column 3  | Column 4   |
| PROVISION                         | THING DELEGATED   | DELEGATE  | CONDITIONS & LIMITATIONS   |
| s.46Q(4)(e)                       | duty to expend that amount on other works etc.  | GMSPD<br>CEO<br>PC<br>MPB                         | <ul style="list-style-type: none"> <li>with the consent of, and in the manner approved by, the Minister</li> </ul> |
| s.46QC                            | power to recover any amount of levy payable under Part 3B   | GMSPD<br>MFCS<br>PC<br>MPB                        |  |
| s.46V(3)                          | duty to make a copy of the approved strategy plan (being the Melbourne Airport Environs Strategy Plan) and any documents lodged with it available | GMSPD<br>PC<br>MPB                                |  |
| s.46Y                             | duty to carry out works in conformity with the approved strategy plan   | PCofC<br>GMSPD<br>GMIS<br>PC<br>MPB<br>EP<br>MECS |  |
| s.47                              | power to decide that an application for a planning permit does not comply with that Act.  | GMSPD<br>PC<br>MPB<br>EP<br>MECS                  |  |
| s.49(1)                           | duty to keep a register of all applications for permits and determinations relating to permits  | GMSPD<br>PC<br>MPB<br>PLO<br>PA<br>EP<br>MECS     |  |

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| PLANNING AND ENVIRONMENT ACT 1987 |  |                                 |                          |
|-----------------------------------|--|---------------------------------|--------------------------|
| Column 1                          | Column 2   | Column 3                        | Column 4                 |
| PROVISION                         | THING DELEGATED  | DELEGATE                        | CONDITIONS & LIMITATIONS |
| s.49(2)                           | duty to make register available for inspection   | GMSPD<br>PA<br>PC<br>PLO<br>MPB |                          |
| s.50(4)                           | duty to amend application  | GMSPD<br>PC<br>PLO<br>MPB       |                          |
| s.50(5)                           | power to refuse to amend application   | GMSPD<br>PC<br>PLO<br>MPB       |                          |
| s.50(6)                           | duty to make note of amendment to application in register                                    | GMSPD<br>PC<br>PLO<br>MPB<br>PA |                          |
| s.50A(1)                          | power to make amendment to application   | GMSPD<br>PC<br>PLO<br>MPB       |                          |
| s.50A(3)                          | power to require applicant to notify owner and make a declaration that notice has been given | GMSPD<br>PC<br>PLO<br>MPB       |                          |

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| PLANNING AND ENVIRONMENT ACT 1987 |   |                                 |                          |
|-----------------------------------|---|---------------------------------|--------------------------|
| Column 1                          | Column 2  | Column 3                        | Column 4                 |
| PROVISION                         | THING DELEGATED   | DELEGATE                        | CONDITIONS & LIMITATIONS |
| s.50A(4)                          | duty to note amendment to application in register   | GMSPD<br>PC<br>PLO<br>MPB<br>PA |                          |
| s.51                              | duty to make copy of application available for inspection   | GMSPD<br>PC<br>PLO<br>MPB<br>PA |                          |
| s.52(1)(a)                        | duty to give notice of the application to owners/occupiers of adjoining allotments unless satisfied that the grant of permit would not cause material detriment to any person | GMSPD<br>PC<br>PLO<br>MPB       |                          |
| s.52(1)(b)                        | duty to give notice of the application to other municipal councils where appropriate  | GMSPD<br>PC<br>PLO<br>MPB       |                          |
| s.52(1)(c)                        | duty to give notice of the application to all persons required by the planning scheme   | GMSPD<br>PC<br>PLO<br>MPB       |                          |
| s.52(1)(ca)                       | duty to give notice of the application to owners and occupiers of land benefited by a registered restrictive covenant if may result in breach of covenant                     | GMSPD<br>PC<br>PLO<br>MPB       |                          |

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| PLANNING AND ENVIRONMENT ACT 1987 |  |                                    |                          |
|-----------------------------------|--|------------------------------------|--------------------------|
| Column 1                          | Column 2   | Column 3                           | Column 4                 |
| PROVISION                         | THING DELEGATED  | DELEGATE                           | CONDITIONS & LIMITATIONS |
| s.52(1)(cb)                       | duty to give notice of the application to owners and occupiers of land benefited by a registered restrictive covenant if application is to remove or vary the covenant | GMSPD<br>PC<br>PLO<br>MPB          |                          |
| s.52(1)(d)                        | duty to give notice of the application to other persons who may be detrimentally effected  | GMSPD<br>PC<br>PLO<br>MPB          |                          |
| s.52(1A)                          | power to refuse an application   | PCofC<br>GMSPD<br>PC<br>MPB        |                          |
| 52(1AA)                           | <u>duty to give notice of an application to remove or vary a registered restrictive covenant</u>   | PCofC<br>GMSPD<br>PC<br>MPB        |                          |
| s.52(3)                           | power to give any further notice of an application where appropriate   | GMSPD<br>PC<br>PLO<br>MPB          |                          |
| s.53(1)                           | power to require the applicant to give notice under section 52(1) to persons specified by it   | GMSPD<br>PC<br>PLO<br>MPB          |                          |
| s.53(1A)                          | power to require the applicant to give the notice under section 52(1AA)  | PCofC<br>GMSPD<br>PC<br>PLO<br>MPB |                          |

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| PLANNING AND ENVIRONMENT ACT 1987 |  |                           |                          |
|-----------------------------------|--|---------------------------|--------------------------|
| Column 1                          | Column 2   | Column 3                  | Column 4                 |
| PROVISION                         | THING DELEGATED  | DELEGATE                  | CONDITIONS & LIMITATIONS |
| s.54(1)                           | power to require the applicant to provide more information                                     | GMSPD<br>PC<br>MPB<br>PLO |                          |
| s.54(1A)                          | duty to give notice in writing of information required under s.54(1)                           | GMSPD<br>PC<br>PLO<br>MPB |                          |
| s.54(1B)                          | duty to specify the lapse date for an application  | GMSPD<br>PC<br>PLO<br>MPB |                          |
| s.54A(3)                          | power to decide to extend time or refuse to extend time to give required information           | GMSPD<br>PC<br>PLO<br>MPB |                          |
| s.54A(4)                          | duty to give written notice of decision to extend or refuse to extend time und s.54A(3)        | GMSPD<br>PC<br>PLO<br>MPB |                          |
| s.55(1)                           | duty to give copy application to every referral authority specified in the planning scheme     | GMSPD<br>PC<br>PLO<br>MPB |                          |
| s.57(2A)                          | power to reject objections considered made primarily for commercial advantage for the objector | GMSPD<br>PC<br>MPB        |                          |

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| PLANNING AND ENVIRONMENT ACT 1987 |   |                                 |                          |
|-----------------------------------|---|---------------------------------|--------------------------|
| Column 1                          | Column 2  | Column 3                        | Column 4                 |
| PROVISION                         | THING DELEGATED   | DELEGATE                        | CONDITIONS & LIMITATIONS |
| s.57(3)                           | function of receiving name and address of persons to whom notice of decision is to go | GMSPD<br>PC<br>PLO<br>PA<br>MPB |                          |
| s.57(5)                           | duty to make available for inspection copy of all objections                          | GMSPD<br>PC<br>PLO<br>PA<br>MPB |                          |
| s.57A(4)                          | duty to amend application in accordance with applicant's request, subject to s.57A(5) | GMSPD<br>PC<br>PLO<br>MPB       |                          |
| s.57A(5)                          | power to refuse to amend application  | GMSPD<br>PC<br>CEO<br>MPB       |                          |
| s.57A(6)                          | duty to note amendments to application in register                                    | GMSPD<br>PC<br>PLO<br>PA<br>MPB |                          |
| s.57B(1)                          | duty to determine whether and to whom notice should be given                          | GMSPD<br>PC<br>PLO<br>MPB       |                          |

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§6. Instrument of Delegation – Members of Staff



| PLANNING AND ENVIRONMENT ACT 1987 |  |                                    |   |
|-----------------------------------|--|------------------------------------|---|
| Column 1                          | Column 2   | Column 3                           | Column 4  |
| PROVISION                         | THING DELEGATED  | DELEGATE                           | CONDITIONS & LIMITATIONS  |
| s.57B(2)                          | duty to consider certain matters in determining whether notice should be given | GMSPD<br>PC<br>PLO<br>MPB          |   |
| s.57C(1)                          | duty to give copy of amended application to referral authority                 | GMSPD<br>PC<br>PLO<br>PA<br>MPB    |   |
| s.58                              | duty to consider every application for a permit                                | PCofC<br>GMSPD<br>PC<br>PLO<br>MPB |   |
| s.60                              | duty to consider certain matters   | PCofC<br>GMSPD<br>PLO<br>PA<br>MPB | Save where the proposed use and/or development: <ul style="list-style-type: none"> <li>Does not provide the required amount of car parking spaces pursuant to Clause 52.06, Colac Otway Planning Scheme.</li> <li>Or proposed development is in excess of eight (8) metres in overall height above natural ground level.</li> </ul> |

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| PLANNING AND ENVIRONMENT ACT 1987 |  |  |   |
|-----------------------------------|--|--|---|
| Column 1                          | Column 2   | Column 3                               | Column 4  |
| PROVISION                         | THING DELEGATED  | DELEGATE                               | CONDITIONS & LIMITATIONS  |
| s60(1A)                           | power to consider certain matters before deciding on application | PCofC<br>GMSPD<br>PC<br>PLO<br>MPB     | <ul style="list-style-type: none"> <li>Or four (4) or more objections have been lodged against the grant of a permit.</li> </ul> Or where the application may have an affect on the broader community.  |
| s.61(1)(a)                        | power to decide to grant a permit                                | PCofC<br><br>GMSPD<br>PC<br>PLO<br>MPB | Save where the proposed use and/or development. <ul style="list-style-type: none"> <li>Does not provide the required amount of car parking spaces pursuant to Clause 52.06, Colac Otway Planning Scheme.</li> <li>Or proposed development is in excess of eight (8) metres in overall height above natural ground level.</li> <li>Or four (4) or more objections have been lodged against the grant of a permit.</li> </ul> |

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| PLANNING AND ENVIRONMENT ACT 1987 |   |                                    |  |
|-----------------------------------|---|------------------------------------|--|
| Column 1                          | Column 2  | Column 3                           | Column 4   |
| PROVISION                         | THING DELEGATED                                   | DELEGATE                           | CONDITIONS & LIMITATIONS   |
| s.61(1)(b)                        | power to decide to grant a permit with conditions | PCofC<br>GMSPD<br>PC<br>PLO<br>MPB | Save where the application may have an affect on the broader community.<br>The permit must not be inconsistent with a cultural heritage management plan under the <i>Aboriginal Heritage Act 2006</i> .<br><br>Save where the proposed use and/or development. <ul style="list-style-type: none"> <li>Does not provide the required amount of car parking spaces pursuant to Clause 52.06, Colac Otway Planning Scheme.</li> <li>Or proposed development is in excess of eight (8) metres in overall height above natural ground level.</li> <li>Or four (4) or more objections have been lodged against the grant of a permit.</li> </ul> Save where the application may have an affect on the broader community. |

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| PLANNING AND ENVIRONMENT ACT 1987 |   |                                 |  |
|-----------------------------------|---|---------------------------------|--|
| Column 1                          | Column 2  | Column 3                        | Column 4   |
| PROVISION                         | THING DELEGATED   | DELEGATE                        | CONDITIONS & LIMITATIONS   |
| s.61(1)(c)                        | power to refuse the permit  | PCofC<br><br>GMSPD<br>PC<br>MPB | The permit must not be inconsistent with a cultural heritage management plan under the Aboriginal Heritage Act 2006.<br><br>Save where the proposed use and/or development.<br><ul style="list-style-type: none"> <li>Does not provide the required amount of car parking spaces pursuant to Clause 52.06, Colac Otway Planning Scheme.</li> <li>Or proposed development is in excess of eight (8) metres in overall height above natural ground level.</li> <li>Or four (4) or more objections have been lodged against the grant of a permit.</li> </ul> Save where the application may have an affect on the broader community. |
| s.61(2)                           | duty to decide to refuse to grant a permit if referral authority objects to grant of permit | PCofC<br>GMSPD<br>PC<br>MPB     |  |

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| PLANNING AND ENVIRONMENT ACT 1987 |   |                                    |   |
|-----------------------------------|---|------------------------------------|---|
| Column 1                          | Column 2  | Column 3                           | Column 4  |
| PROVISION                         | THING DELEGATED   | DELEGATE                           | CONDITIONS & LIMITATIONS  |
| s.61(3)(a)                        | duty not to decide to grant a permit to use coastal Crown land without Minister's consent                 | PCofC<br>GMSPD<br>PC<br>MPB        |   |
| s.61(3)(b)                        | duty to refuse to grant the permit without the Minister's consent   | PCofC<br>GMSPD<br>PC<br>MPB        |   |
| s.614(4)                          | duty to refuse to grant the permit if grant would authorise a breach of a registered restrictive covenant | PCofC<br>GMSPD<br>PC<br>MPB        |   |
| s.62(1)                           | duty to include certain conditions in deciding to grant a permit  | PCofC<br>GMSPD<br>PC<br>PLO<br>MPB | Save where the proposed use and/or development. <ul style="list-style-type: none"> <li>Does not provide the required amount of car parking spaces pursuant to Clause 52.06, Colac Otway Planning Scheme.</li> <li>Or proposed development is in excess of eight (8) metres in overall height above natural ground level.</li> <li>Or four (4) or more objections have been lodged against the grant of a permit.</li> </ul> |

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| PLANNING AND ENVIRONMENT ACT 1987 |  |                                    |  |
|-----------------------------------|--|------------------------------------|--|
| Column 1                          | Column 2   | Column 3                           | Column 4   |
| PROVISION                         | THING DELEGATED  | DELEGATE                           | CONDITIONS & LIMITATIONS   |
| s.62(2)                           | power to include other conditions  | PCofC<br>GMSPD<br>PC<br>PLO<br>MPB | <ul style="list-style-type: none"> <li>Or where the application may have an effect on the broader community.</li> <li>Save where the proposed use and/or development.                             <ul style="list-style-type: none"> <li>Does not provide the required amount of car parking spaces pursuant to Clause 52.06, Colac Otway Planning Scheme.</li> <li>Or proposed development is in excess of eight (8) metres in overall height above natural ground level.</li> <li>Or four (4) or more objections have been lodged against the grant of a permit.</li> <li>Or where the application may have an effect on the broader community.</li> </ul> </li> </ul> |
| s.62(4)                           | duty to ensure conditions are consistent with subsections (a), (b) and (c) | PCofC<br>GMSPD<br>PC<br>PLO<br>MPB |  |

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| PLANNING AND ENVIRONMENT ACT 1987 |   |  |  |
|-----------------------------------|---|--|--|
| Column 1                          | Column 2  | Column 3                               | Column 4   |
| PROVISION                         | THING DELEGATED   | DELEGATE                               | CONDITIONS & LIMITATIONS   |
| s.62(5)(a)                        | power to include a permit condition to implement an approved development contributions plan   | PCofC<br>GMSPD<br>PC<br>PLO<br>MPB     |  |
| s.62(5)(b)                        | power to include a permit condition that specified works be provided on or to the land or paid for in accordance with section 173 agreement | PCofC<br><br>GMSPD<br>PC<br>PLO<br>MPB | Save where the proposed use and/or development. <ul style="list-style-type: none"> <li>Does not provide the required amount of car parking spaces pursuant to Clause 52.06, Colac Otway Planning Scheme.</li> <li>Or proposed development is in excess of eight (8) metres in overall height above natural ground level.</li> <li>Or four (4) or more objections have been lodged against the grant of a permit.</li> <li>Or where the application may have an affect on the broader community.</li> </ul> |
| s.62(5)(c)                        | power to include a permit condition that specified works be provided or paid for by the applicant   | PCofC<br>GMSPD<br>PC<br>PLO<br>MPB     |  |

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| PLANNING AND ENVIRONMENT ACT 1987 |  |                                    |                          |
|-----------------------------------|--|------------------------------------|--------------------------|
| Column 1                          | Column 2   | Column 3                           | Column 4                 |
| PROVISION                         | THING DELEGATED  | DELEGATE                           | CONDITIONS & LIMITATIONS |
| s.62(6)(a)                        | duty not to include a permit condition requiring a person to pay an amount for or provide works except in accordance with s.62(5) or s.46N   | PCofC<br>GMSPD<br>PC<br>PLO<br>MPB |                          |
| s.62(6)(b)                        | duty not to include a permit condition requiring a person to pay an amount for or provide works except a condition that a planning scheme requires to be included as referred to in s.62(1)(a) | PCofC<br>GMSPD<br>PC<br>PLO<br>MPB |                          |
| s.63                              | duty to issue the permit where made a decision in favour of the application (if no one has objected)   | GMSPD<br>PC<br>PLO<br>MPB          |                          |
| s.64(1)                           | duty to give notice of decision to grant a permit to applicant and objectors   | GMSPD<br>PC<br>PLO<br>PA<br>MPB    |                          |
| s.64(3)                           | duty not to issue a permit until after the specified period  | GMSPD<br>PC<br>PLO<br>PA<br>MPB    |                          |
| s.65(1)                           | duty to give notice of refusal to grant permit to applicant and objector   | GMSPD<br>PC<br>PLO<br>PA<br>MPB    |                          |

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| PLANNING AND ENVIRONMENT ACT 1987 |  |                                    |                          |
|-----------------------------------|--|------------------------------------|--------------------------|
| Column 1                          | Column 2   | Column 3                           | Column 4                 |
| PROVISION                         | THING DELEGATED  | DELEGATE                           | CONDITIONS & LIMITATIONS |
| s.66                              | duty to give notice under s.64 or s.65 and copy permit to referral authorities | GMSPD<br>PC<br>PLO<br>PA<br>MPB    |                          |
| s.69(1)                           | function of receiving application for extension of time of permit              | GMSPD<br>PC<br>PLO<br>PA<br>MPB    |                          |
| s.69(2)                           | power to extend time   | PCofC<br>GMSPD<br>PC<br>PLO<br>MPB |                          |
| s.70                              | duty to make copy permit available for inspection                              | GMSPD<br>PC<br>PLO<br>PA<br>MPB    |                          |
| s.71(1)                           | power to correct certain mistakes  | GMSPD<br>PC<br>PLO<br>MPB          |                          |
| s.71(2)                           | duty to note corrections in register   | GMSPD<br>PC<br>PLO<br>PA<br>MPB    |                          |

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| PLANNING AND ENVIRONMENT ACT 1987 |  |                                    |                          |
|-----------------------------------|--|------------------------------------|--------------------------|
| Column 1                          | Column 2   | Column 3                           | Column 4                 |
| PROVISION                         | THING DELEGATED  | DELEGATE                           | CONDITIONS & LIMITATIONS |
| s.73                              | power to decide to grant amendment subject to conditions                                       | PCofC<br>GMSPD<br>PC<br>PLO<br>MPB |                          |
| s.74                              | duty to issue amended permit to applicant if no objectors                                      | GMSPD<br>PC<br>PLO<br>MPB          |                          |
| s.76                              | duty to give applicant and objectors notice of decision to refuse to grant amendment to permit | GMSPD<br>PC<br>PLO<br>PA<br>MPB    |                          |
| s.76A                             | duty to give referral authorities copy of amended permit and copy of notice                    | GMSPD<br>PC<br>PLO<br>PA<br>MPB    |                          |
| s.76D                             | duty to comply with direction of Minister to issue amended permit                              | GMSPD<br>PC<br>PLO<br>MPB          |                          |
| s.83                              | function of being respondent to an appeal  | GMSPD<br>PC<br>PLO<br>MPB          |                          |

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| PLANNING AND ENVIRONMENT ACT 1987 |  |                                 |  |
|-----------------------------------|--|---------------------------------|--|
| Column 1                          | Column 2   | Column 3                        | Column 4   |
| PROVISION                         | THING DELEGATED  | DELEGATE                        | CONDITIONS & LIMITATIONS   |
| s.83B                             | duty to give or publish notice of application for review   | GMSPD<br>PC<br>PLO<br>MPB       |  |
| s.84(1)                           | power to decide on an application at any time after an appeal is lodged against failure to grant a permit                          | PCofC<br><br>GMSPD<br>PC<br>MPB | <p>Save where the proposed use and/or development.</p> <ul style="list-style-type: none"> <li>Does not provide the required amount of car parking spaces pursuant to Clause 52.06.</li> <li>Or proposed development is in Colac Otway Planning Scheme.</li> <li>excess of eight (8) metres in overall height above natural ground level.</li> <li>Or four (4) or more objections have been lodged against the grant of a permit.</li> </ul> <p>Save where the application may have an effect on the broader community.</p> |
| s.84(2)                           | duty not to issue a permit or notice of decision or refusal after an application is made for review of a failure to grant a permit | GMSPD<br>PC<br>MPB              |  |

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| PLANNING AND ENVIRONMENT ACT 1987 |   |                           |                          |
|-----------------------------------|---|---------------------------|--------------------------|
| Column 1                          | Column 2  | Column 3                  | Column 4                 |
| PROVISION                         | THING DELEGATED   | DELEGATE                  | CONDITIONS & LIMITATIONS |
| s.84(3)                           | duty to tell principal registrar if decide to grant a permit after an application is made for review of its failure to grant a permit | GMSPD<br>PC<br>MPB        |                          |
| s.84(6)                           | duty to issue permit on receipt of advice within 3 working days   | GMSPD<br>PC<br>PLO<br>MPB |                          |
| s.86                              | duty to issue a permit at order of Tribunal within 3 working days   | GMSPD<br>PC<br>PLO<br>MPB |                          |
| s.87(3)                           | power to apply to VCAT for the cancellation or amendment of a permit  | GMSPD<br>PC<br>MPB        |                          |
| s.90(1)                           | function of being heard at hearing of request for cancellation or amendment of a permit   | GMSPD<br>PC<br>PLO<br>MPB |                          |
| s.91(2)                           | duty to comply with the directions of VCAT  | GMSPD<br>PC<br>PLO<br>MPB |                          |
| s.91(2A)                          | Duty to issue amended permit to owner if Tribunal so directs  | GMSPD<br>PC<br>PLO<br>MPB |                          |

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| PLANNING AND ENVIRONMENT ACT 1987 |   |                           |                          |
|-----------------------------------|---|---------------------------|--------------------------|
| Column 1                          | Column 2  | Column 3                  | Column 4                 |
| PROVISION                         | THING DELEGATED   | DELEGATE                  | CONDITIONS & LIMITATIONS |
| s.92                              | duty to give notice of cancellation/amendment of permit by VCAT to persons entitled to be heard under s.90        | GMSPD<br>PC<br>PLO<br>MPB |                          |
| s.93(2)                           | duty to give notice of VCAT order to stop development   | GMSPD<br>PC<br>PLO<br>MPB |                          |
| s.95(3)                           | function of referring certain applications to the Minister  | GMSPD<br>PC<br>MPB        |                          |
| s.95(4)                           | duty to comply with an order or direction   | GMSPD<br>PC<br>PLO<br>MPB |                          |
| s.96(1)                           | duty to obtain a permit from the Minister to use and develop its land   | GMSPD<br>PC<br>MPB        |                          |
| s.96(2)                           | function of giving consent to other persons to apply to the Minister for a permit to use and develop Council land | GMSPD<br>PC<br>MPB        |                          |
| s.96A(2)                          | power to agree to consider an application for permit concurrently with preparation of proposed amendment          | GMSPD<br>PC<br>PLO<br>MPB |                          |
| s.96C                             | power to give notice, to decide not to give notice, to publish notice and to exercise any other power under s 96C | GMSPD<br>PC<br>MPB        |                          |

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| PLANNING AND ENVIRONMENT ACT 1987 |  |                             |   |
|-----------------------------------|--|-----------------------------|---|
| Column 1                          | Column 2   | Column 3                    | Column 4  |
| PROVISION                         | THING DELEGATED  | DELEGATE                    | CONDITIONS & LIMITATIONS  |
| s.96E                             | duty to consider the panel's report under section 96E  | GMSPD<br>PC<br>MPB          |   |
| s.96G                             | power to determine to recommend that a permit be granted or to refuse to recommend that a permit be granted and power to notify applicant of the determination (including power to give notice under s 23 of the Planning and Environment (Planning Schemes) Act 1996) | PCofC<br>GMSPD<br>PC<br>MPB | <p>Save where the proposed use and/or development.</p> <ul style="list-style-type: none"> <li>Does not provide the required amount of car parking spaces pursuant to Clause 52.06, Colac Otway Planning Scheme.</li> <li>Or proposed development is in excess of eight (8) metres in overall height above natural ground level.</li> <li>Or four (4) or more objections have been lodged against the grant of a permit.</li> <li>Or where the application may have an affect on the broader community.</li> </ul> |
| s.96H                             | power to give notice in compliance with Minister's direction   | GMSPD<br>PC<br>MPB          |   |
| s.96J                             | power to issue permit as directed by the Minister  | GMSPD<br>PC<br>PLO<br>MPB   |   |

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| PLANNING AND ENVIRONMENT ACT 1987 |   |                                 |                          |
|-----------------------------------|---|---------------------------------|--------------------------|
| Column 1                          | Column 2  | Column 3                        | Column 4                 |
| PROVISION                         | THING DELEGATED   | DELEGATE                        | CONDITIONS & LIMITATIONS |
| s.96K                             | duty to comply with direction of the Minister to give notice of refusal   | GMSPD<br>PC<br>PLO<br>MPB       |                          |
| s.97C                             | power to request Minister to decide the application   | GMSPD<br>PC<br>MPB              |                          |
| s.97D(1)                          | duty to comply with directions of Minister to supply any document or assistance relating to application                     | GMSPD<br>PC<br>PLO<br>MPB       |                          |
| s.97G(3)                          | function of receiving from Minister copy of notice of refusal to grant permit or copy of any permit granted by the Minister | GMSPD<br>PC<br>PLO<br>MPB       |                          |
| s.97G(6)                          | duty to make a copy of permits issued under s.97F available for inspection  | GMSPD<br>PC<br>PLO<br>PA<br>MPB |                          |
| s.97L                             | duty to include Ministerial decisions in a register kept under s.49   | GMSPD<br>PC<br>PLO<br>PA<br>MPB |                          |
| s.97MG                            | duty to provide documents and information to development assessment committee   | PLO<br>PA<br>MPB                |                          |

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|-----------------------------------|--|---|--------------------------|
| Column 1                          | Column 2   | Column 3                                | Column 4                 |
| PROVISION                         | THING DELEGATED  | DELEGATE                                | CONDITIONS & LIMITATIONS |
| s.97MH                            | duty to provide assistance to the development assessment committee   | PLO<br>PA<br>MPB                        |                          |
| s.97MJ(2)                         | duty to ensure that the register of application specifies whether the development assessment committee has made the decision | PLO<br>PA<br>MPB                        |                          |
| s.97MK                            | function of nominating member of the development assessment committee  | PLO<br>PA<br>MPB                        |                          |
| s.97ML(4)                         | power to nominate alternate members of the development assessment committee  | PLO<br>PA<br>MPB                        |                          |
| s.97O                             | duty to consider application and issue or refuse to issue certificate of compliance  | GMSPD<br>PC<br>PLO<br>MPB               |                          |
| s.97P(3)                          | duty to comply with directions of VCAT following an application for review of a failure or refusal to issue a certificate    | GMSPD<br>PC<br>PLO<br>MPB               |                          |
| s.97Q(2)                          | function of being heard by VCAT at hearing of request for amendment or cancellation of certificate                           | GMSPD<br>PC<br>PLO<br>EP<br>MPB<br>MECS |                          |

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| PLANNING AND ENVIRONMENT ACT 1987 |   |                                 |                          |
|-----------------------------------|---|---------------------------------|--------------------------|
| Column 1                          | Column 2  | Column 3                        | Column 4                 |
| PROVISION                         | THING DELEGATED   | DELEGATE                        | CONDITIONS & LIMITATIONS |
| s.97Q(4)                          | duty to comply with directions of VCAT  | GMSPD<br>PC<br>PLO<br>MPB       |                          |
| s.97R                             | duty to keep register of all applications for certificate of compliance and related decisions | GMSPD<br>PC<br>PLO<br>PA<br>MPB |                          |
| s.98(1)&(2)                       | function of receiving claim for compensation in certain circumstances                         | GMSPD<br>MPB                    |                          |
| s.98(4)                           | duty to inform any person of the name of the person from whom compensation can be claimed     | GMSPD<br>MPB                    |                          |
| s.101                             | function of receiving claim for expenses in conjunction with claim                            | GMSPD<br>MPB                    |                          |
| s.103                             | power to reject a claim for compensation in certain circumstances                             | PCofC<br>GMSPD<br>MPB           |                          |
| s.107                             | function of receiving claim for compensation  | GMSPD<br>MPB                    |                          |
| s.114(1)                          | power to apply to the VCAT for an enforcement order   | GMSPD<br>PC<br>MPB              |                          |

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s.6. Instrument of Delegation – Members of Staff

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| PLANNING AND ENVIRONMENT ACT 1987 |   |   |                          |
|-----------------------------------|---|---|--------------------------|
| Column 1                          | Column 2  | Column 3                                | Column 4                 |
| PROVISION                         | THING DELEGATED   | DELEGATE                                | CONDITIONS & LIMITATIONS |
| s.117(1)(a)                       | function of making a submission to the VCAT where objections are received   | GMSPD<br>PC<br>PLO<br>EP<br>MPB<br>MECS |                          |
| s.120(1)                          | power to apply for an interim enforcement order where s.114 application has been made                                     | GMSPD<br>PC<br>MPB                      |                          |
| s.123(1)                          | power to carry out work required by enforcement order and recover costs   | GMSPD<br>PC<br>MPB                      |                          |
| s.123(2)                          | power to sell buildings, materials, etc salvaged in carrying out work under s.123(1)                                      | GMSPD<br>MPB                            | Except Crown Land        |
| s.125                             | power to apply for an injunction restraining a person from contravening an enforcement order or interim enforcement order | GMSPD<br>MPB                            |                          |
| s.129                             | function of recovering penalties  | GMSPD<br>MFCS<br>MPB                    |                          |
| s.130(5)                          | power to allow person served with an infringement notice further time   | GMSPD<br>PC<br>PLO<br>MPB               |                          |
| s.149A(1)                         | power to refer a matter to the VCAT for determination   | GMSPD<br>PC<br>MPB                      |                          |

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| PLANNING AND ENVIRONMENT ACT 1987 |   |                             |   |
|-----------------------------------|---|-----------------------------|---|
| Column 1                          | Column 2  | Column 3                    | Column 4  |
| PROVISION                         | THING DELEGATED   | DELEGATE                    | CONDITIONS & LIMITATIONS                          |
| s.156                             | duty to pay fees and allowances (including a payment to the Crown under subsection (2A) and payment or reimbursement for reasonable costs and expenses incurred by the panel in carrying out its functions unless the Minister directs otherwise under subsection (2B)), power to ask for contribution under subsection (3) and power to abandon amendment or part of it under subsection (4) | GMSPD<br>PC<br>MPB          | Where Council is the relevant planning authority. |
| s.171(2)(f)                       | power to carry out studies and commission reports   | GMSPD<br>PC<br>MPB          |   |
| s.171(2)(g)                       | power to grant and reserve easements  | PCofC<br>GMSPD<br>PC<br>MPB |   |
| s.173                             | power to enter into agreement covering matters set out in s.174   | GMSPD<br>PC<br>MPB          |   |
| ---                               | power to decide whether something is to the satisfaction of Council, where an agreement made under section 173 of the <i>Planning and Environment Act 1987</i> requires something to be to the satisfaction of Council or Responsible Authority   | GMSPD<br>PC<br>PLO<br>MPB   |   |

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| PLANNING AND ENVIRONMENT ACT 1987 |  |                             |                          |
|-----------------------------------|--|-----------------------------|--------------------------|
| Column 1                          | Column 2   | Column 3                    | Column 4                 |
| PROVISION                         | THING DELEGATED  | DELEGATE                    | CONDITIONS & LIMITATIONS |
| ---                               | power to give consent on behalf of Council, where an agreement made under section 173 of the <i>Planning and Environment Act 1987</i> requires that something may not be done without the consent of Council or Responsible Authority, | GMSPD<br>PC<br>MPB          |                          |
| s.177(2)                          | power to end a section 173 agreement with approval of the Minister or the consent of all those bound by any covenant in the agreement  | GMSPD<br>PC<br>MPB          |                          |
| s.178                             | power to amend a s.173 agreement   | PCofC<br>GMSPD<br>PC<br>MPB |                          |
| s.179(1)                          | duty to lodge agreement with Minister  | GMSPD<br>PC<br>PLO<br>MPB   |                          |
| s.179(2)                          | duty to make available for inspection copy agreement   | GMSPD<br>PC<br>PLO<br>MPB   |                          |
| s.181                             | power to apply to the Registrar of Titles for registration of the agreement and to deliver a memorial to Registrar-General   | GMSPD<br>PC<br>PLO<br>MPB   |                          |

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| PLANNING AND ENVIRONMENT ACT 1987 |  |                                 |                          |
|-----------------------------------|--|---------------------------------|--------------------------|
| Column 1                          | Column 2   | Column 3                        | Column 4                 |
| PROVISION                         | THING DELEGATED  | DELEGATE                        | CONDITIONS & LIMITATIONS |
| s.182                             | power to enforce an agreement  | GMSPD<br>PC<br>PLO<br>MPB       |                          |
| s.183                             | duty to tell Registrar of Titles of ending/amendment of agreement      | GMSPD<br>PC<br>PLO<br>MPB       |                          |
| s.198(1)                          | function to receive application for planning certificate               | GMSPD<br>PC<br>PLO<br>PA<br>MPB |                          |
| s.199(1)                          | duty to give planning certificate to applicant                         | GMSPD<br>PC<br>PLO<br>MPB       |                          |
| s.201(1)                          | function of receiving application for declaration of underlying zoning | GMSPD<br>PC<br>PLO<br>PA<br>MPB |                          |
| s.201(3)                          | duty to make declaration   | GMSPD<br>PC<br>PLO<br>MPB       |                          |

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S6 Instrument of Delegation -- Members of Staff

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| PLANNING AND ENVIRONMENT ACT 1987 |   |                                    |                          |
|-----------------------------------|---|------------------------------------|--------------------------|
| Column 1                          | Column 2  | Column 3                           | Column 4                 |
| PROVISION                         | THING DELEGATED   | DELEGATE                           | CONDITIONS & LIMITATIONS |
| -                                 | power to decide, in relation to any planning scheme or permit, that a specified thing has or has not been done to the satisfaction of Council         | PCofC<br>GMSPD<br>PC<br>PLO<br>MPB |                          |
| -                                 | power, in relation to any planning scheme or permit, to consent or refuse to consent to any matter which requires the consent or approval of Council. | PCofC<br>GMSPD<br>PC<br>PLO<br>MPB |                          |
|                                   | power to approve any plan or any amendment to a plan or other document in accordance with a provision of a planning scheme or a condition in a permit | PCofC<br>GMSPD<br>PC<br>PLO<br>MPB |                          |
|                                   | power to give written authorisation in accordance with a provision of a planning scheme   | PCofC<br>GMSPD<br>PC<br>PLO<br>MPB |                          |

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| PLANNING AND ENVIRONMENT REGULATIONS 2005 |   |                                 |                          |
|---|---|---------------------------------|--------------------------|
| Column 1                                  | Column 2  | Column 3                        | Column 4                 |
| PROVISION                                 | THING DELEGATED   | DELEGATE                        | CONDITIONS & LIMITATIONS |
| r 6                                       | duty of responsible authority to provide copy of matter considered under section 60(1A)(g) for inspection free of charge  | GMSPD<br>PC<br>PLO<br>PA<br>MPB |                          |
| r7  | duty of responsible authority to provide copy information or report requested by Minister   | GMSPD<br>PC<br>PLO<br>PA<br>MPB |                          |
| r22                                       | power of responsible authority to require verification of information (by statutory declaration or other written confirmation satisfactory to the responsible authority) in application for permit or to amend a permit or any information provided under section 54 of the Act | GMSPD<br>PC<br>PLO<br>PA<br>MPB |                          |
| r 55                                      | duty of responsible authority to tell Registrar of Titles under r 183 of the Act of the cancellation or amendment of an agreement   | GMSPD<br>PC<br>PLO<br>PA<br>MPB |                          |

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| PLANNING AND ENVIRONMENT (FEES) REGULATIONS 2000 |   |                    |                          |
|--|---|--------------------|--------------------------|
| Column 1   | Column 2  | Column 3           | Column 4                 |
| PROVISION  | THING DELEGATED   | DELEGATE           | CONDITIONS & LIMITATIONS |
| r.13(1)  | power to waive or rebate fee in prescribed circumstances  | GMSPD<br>PC<br>MPB |                          |
| r.13(2)  | power to waive or rebate fee for amendment to a planning scheme in prescribed circumstances                       | GMSPD<br>PC<br>MPB |                          |
| r.13(3)  | duty if fee waived or rebated to record the matters taken into account and which formed the basis of the decision | GMSPD<br>PC<br>MPB |                          |

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| RAIL SAFETY ACT 2006 |  |             |  |
|----------------------|--|-------------|--|
| Column 1             | Column 2   | Column 3    | Column 4                               |
| PROVISION            | THING DELEGATED  | DELEGATE    | CONDITIONS & LIMITATIONS               |
| s.33                 | duty to comply with a direction of the Safety Director under this section  | GMIS<br>MSA | duty of Council as a utility under s.3 |
| s.33A                | duty to comply with a direction of the Safety Director to give effect to arrangements under this section.                                      | GMIS<br>MSA | duty of Council as a utility under s.3 |
| s.34                 | duty to comply with a direction of the Safety Director to alter, demolish or take away works carried out contrary to a direction under s.33(1) | GMIS<br>MSA | duty of Council as a utility under s.3 |

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| RESIDENTIAL TENANCIES ACT 1997 |  |          |                          |
|--------------------------------|--|----------|--------------------------|
| Column 1                       | Column 2   | Column 3 | Column 4                 |
| PROVISION                      | THING DELEGATED  | DELEGATE | CONDITIONS & LIMITATIONS |
| s.522                          | give a compliance notice to a person   | LLC      |                          |
| s.525(2)                       | power to authorise an officer to exercise powers in s.526 (either generally or in a particular case) | GMCCS    |                          |
| s.525(4)                       | duty to issue identity card to authorised officers   | GMCCS    |                          |
| s.526(5)                       | duty to keep record of entry by authorised officer under section 526                                 | LLC      |                          |
| s.527                          | power to authorise a person to institute proceedings (either generally or in a particular case)      | LLC      |                          |

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| ROAD MANAGEMENT ACT 2004 |  |                    |   |
|--------------------------|--|--------------------|---|
| Column 1                 | Column 2   | Column 3           | Column 4  |
| PROVISION                | THING DELEGATED  | DELEGATE           | CONDITIONS & LIMITATIONS  |
| s11(1)                   | power to declare a road by publishing a notice in the Government Gazette                     | GMIS<br>MSA        | obtain consent in circumstances specified in s11(2)   |
| s11(8)                   | power to name a road or change the name of a road by publishing notice in Government Gazette | GMCCS<br>PRC       |   |
| s11(9)(b)                | duty to advise Registrar   | GMCCS<br>PRC       |   |
| s11(10)                  | duty to inform Secretary to Department of Sustainability and Environment of declaration etc. | MSA<br>PRC         | clause subject to s.11(10A)   |
| s.11(10A)                | duty to inform Secretary to Dept of Sustainability and Environment or nominated person       | GMIS<br>MSA<br>MCW | duty of co-ordinating road authority  |
| s.12(2)                  | power to discontinue road or part of a road  | GMIS<br>MSA        | power of co-ordinating road authority   |
| s12(4)                   | power to publish, and provide copy, notice of proposed discontinuance                        | GMIS<br>MSA        | power of coordinating road authority where it is the discontinuing body<br>- unless subsection (11) applies     |
| s.12(5)                  | duty to consider written submissions received within 28 days of notice                       | GMIS<br>MSA        | duty of co-ordinating road authority where it is the discontinuing body<br>- unless subsection (11) applies     |
| s.12(6)                  | function of hearing a person in support of their written submission                          | GMIS<br>MSA        | function of co-ordinating road authority where it is the discontinuing body<br>- unless subsection (11) applies |

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S6 Instrument of Delegation – Members of Staff

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| ROAD MANAGEMENT ACT 2004 |   |             |  |
|--------------------------|---|-------------|--|
| Column 1                 | Column 2  | Column 3    | Column 4   |
| PROVISION                | THING DELEGATED   | DELEGATE    | CONDITIONS & LIMITATIONS   |
| s.12(7)                  | duty to fix day, time and place of meeting under subsection (6) and to give notice  | GMIS<br>MSA | duty of co-ordinating road authority where it is the discontinuing body<br>- unless subsection (1) applies   |
| s12(10)                  | duty to notify of decision made   | GMIS<br>MSA | duty of coordinating road authority where it is the discontinuing body<br>- does not apply where an exemption is specified by the regulations or given by the Minister |
| s13(1)                   | power to fix a boundary road by publishing notice in Government Gazette   | GMIS<br>MSA | power of coordinating road authority and obtain consent under s13(3) and s13(4) as appropriate   |
| s14(7)                   | power to appeal against decision of VicRoads  | GMIS        |  |
| s15(1)                   | power to enter into arrangement with another road authority, utility or a provider of public transport to transfer a road management function of the road authority to the other road authority, utility or provider of public transport. | GMIS        |  |
| s15(1A)                  | power to enter into arrangement with a utility to transfer a road management function of the utility to the road authority  | GMIS<br>MSA |  |
| s15(2)                   | duty to include details of arrangement in public roads register   | GMIS<br>MSA |  |
| s16(7)                   | power to enter into an arrangement under s15  | GMIS        |  |

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| ROAD MANAGEMENT ACT 2004 |   |             |   |
|--------------------------|---|-------------|---|
| Column 1                 | Column 2  | Column 3    | Column 4  |
| PROVISION                | THING DELEGATED   | DELEGATE    | CONDITIONS & LIMITATIONS  |
| s16(8)                   | duty to enter details of determination in public roads register                                     | GMIS<br>MSA |   |
| s17(2)                   | duty to register public road in public roads register   | MSA         | power of coordinating road authority  |
| s17(3)                   | power to decide that a road is reasonably required for general public use                           | GMIS<br>MSA | power of coordinating road authority  |
| s17(3)                   | duty to register a road reasonably required for general public use in public roads register         | MSA         | power of coordinating road authority  |
| s17(4)                   | power to decide that a road is no longer reasonably required for general public use                 | GMIS        | power of coordinating road authority  |
| s17(4)                   | duty to remove road no longer reasonably required for general public use from public roads register | MSA         | power of coordinating road authority  |
| s18(1)                   | power to designate ancillary area   | GMIS        | power of coordinating road authority, and obtain consent in circumstances specified in s18(2) |
| s18(3)                   | duty to record designation in public roads register   | GMIS<br>MSA | power of coordinating road authority  |
| s19(1)                   | duty to keep register of public roads in respect of which it is the coordinating road authority     | GMIS<br>MSA |   |
| s19(4)                   | duty to specify details of discontinuance in public roads register                                  | GMIS<br>MSA |   |

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| ROAD MANAGEMENT ACT 2004 |   |                    |   |
|--------------------------|---|--------------------|---|
| Column 1                 | Column 2  | Column 3           | Column 4  |
| PROVISION                | THING DELEGATED   | DELEGATE           | CONDITIONS & LIMITATIONS  |
| s19(5)                   | duty to ensure public roads register is available for public inspection             | GMIS<br>MSA        |   |
| s.21                     | power to reply to request for information or advice                                 | GMIS<br>MSA        | obtain consent in circumstances specified in s11(2)                                     |
| s.22(2)                  | power to comment on proposed direction  | GMIS<br>MSA        |   |
| s.40(1)                  | duty to inspect, maintain and repair a public road.                                 | GMIS<br>MSA<br>MCW |   |
| s.41(1)                  | power to determine the standard of construction, inspection, maintenance and repair | GMIS<br>MSA<br>MCW |   |
| s42(1)                   | power to declare a public road as a controlled access road                          | GMIS               | power of coordinating road authority and Schedule 2 also applies                        |
| s42(2)                   | power to amend or revoke declaration by notice published in Government Gazette      | GMIS               | power of coordinating road authority and Schedule 2 also applies                        |
| s.42A(3)                 | duty to consult with VicRoads before road is specified                              | GMIS               | duty of co-ordinating road authority<br>--- if road is a municipal road or part thereof |

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| ROAD MANAGEMENT ACT 2004 |   |                    |   |
|--------------------------|---|--------------------|---|
| Column 1                 | Column 2  | Column 3           | Column 4  |
| PROVISION                | THING DELEGATED   | DELEGATE           | CONDITIONS & LIMITATIONS  |
| s.42A(4)                 | power to approve Minister's decision to specify a road as a specified freight road  | GMIS<br>MSA        | power of co-ordinating road authority<br>- if road is a municipal road or part thereof and where road is to be specified a freight road |
| s.48EA                   | duty to notify the owner or occupier of land and provider of public transport on which rail infrastructure or rolling stock is located (and any relevant provider of public transport). | GMIS<br>MSA<br>MCW | duty of responsible road authority, infrastructure manager or works manager   |
| s.53(2)                  | power to cause notice to be published in Government Gazette of amendment etc of document in road management plan  | GMIS<br>MSA        |   |
| s.54(2)                  | duty to give notice of proposal to make a road management plan  | GMIS<br>MSA        |   |
| s.55(1)                  | duty to cause notice of road management plan to be published in Government Gazette and newspaper  | GMIS<br>MSA        |   |
| s.63(1)                  | power to consent to conduct of works on road  | GMIS<br>MCW<br>MSA | power of coordinating road authority  |
| s.63(2)(e)               | power to conduct or to authorise the conduct of works in, on, under or over a road in an emergency  | GMIS<br>MCW<br>MSA | power of infrastructure manager   |
| s.64(1)                  | duty to comply with clause 13 of Schedule 7   | GMIS<br>MCW<br>MSA | duty of infrastructure manager or works manager   |
| s.66(1)                  | power to consent to structure etc   | LLC                | power of coordinating road authority  |

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| ROAD MANAGEMENT ACT 2004  |   |                        |                                      |
|---------------------------|---|------------------------|--------------------------------------|
| Column 1                  | Column 2  | Column 3               | Column 4                             |
| PROVISION                 | THING DELEGATED   | DELEGATE               | CONDITIONS & LIMITATIONS             |
| s.67(3)                   | power to request information  | LLC                    | power of coordinating road authority |
| s.68(2)                   | power to request information  | LLC                    | power of coordinating road authority |
| s71(3)                    | power to appoint an authorised officer                                    | GMSPD<br>GMCCS<br>GMIS |                                      |
| s86                       | duty to keep register re s85 matters                                      | GMIS                   |                                      |
| s87(2)                    | power to investigate complaint and provide report                         | GMIS                   |                                      |
| s116                      | power to cause or carry out inspection                                    | MSA<br>MCW             |                                      |
| s120(2)                   | power to seek consent of VicRoads   | GMIS<br>MCW            |                                      |
| s121(1)                   | power to enter into an agreement re works                                 | GMIS<br>MCW            |                                      |
| Schedule 2<br>Clause 2(1) | power to make a decision re controlled access roads                       | GMIS                   |                                      |
| Schedule 2<br>Clause 3(1) | power to make policy about controlled access roads                        | GMIS                   |                                      |
| Schedule 2<br>Clause 3(2) | power to amend, revoke or substitute policy about controlled access roads | GMIS                   |                                      |

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| ROAD MANAGEMENT ACT 2004 |  |                    |   |
|--------------------------|--|--------------------|---|
| Column 1                 | Column 2   | Column 3           | Column 4  |
| PROVISION                | THING DELEGATED  | DELEGATE           | CONDITIONS & LIMITATIONS  |
| Schedule 2 Clause 5      | duty to publish notice of declaration  | GMIS               |   |
| Schedule 7, Clause 7(1)  | duty to give notice to relevant coordinating road authority of proposed installation of non-road infrastructure or related works on a road reserve   | GMIS<br>MCW<br>MSA | duty of infrastructure manager or works manager   |
| Schedule 7, Clause 8(1)  | duty to give notice to any other infrastructure manager or works manager responsible for any non-road infrastructure in the area, that could be affected by any proposed installation of infrastructure or related works on a road or road reserve of any road                                     | GMIS<br>MCW        | duty of infrastructure manager or works manager   |
| Schedule 7, Clause 9(1)  | duty to comply with request for information from a coordinating road authority, an infrastructure manager or a works manager responsible for existing or proposed infrastructure in relation to the location of any non-road infrastructure and technical advice or assistance in conduct of works | GMIS<br>MCW<br>MSA | duty of infrastructure manager or works manager responsible for non-road infrastructure |
| Schedule 7, Clause 9(2)  | duty to give information to another infrastructure manager or works manager where becomes aware any infrastructure or works are not in the location shown on records, appear to be in an unsafe condition or appear to need maintenance  | GMIS<br>MCW<br>MSA | duty of infrastructure manager or works manager   |
| Schedule 7, Clause 10(2) | where Schedule 7 Clause 10(1) applies, duty to, where possible, conduct appropriate consultation with persons likely to be significantly affected  | GMIS<br>MCW<br>MSA | duty of infrastructure manager or works manager   |

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| ROAD MANAGEMENT ACT 2004 |   |                            |                                      |
|--------------------------|---|----------------------------|--------------------------------------|
| Column 1                 | Column 2  | Column 3                   | Column 4                             |
| PROVISION                | THING DELEGATED   | DELEGATE                   | CONDITIONS & LIMITATIONS             |
| Schedule 7 Clause 12(2)  | power to direct infrastructure manager or works manager to conduct reinstatement works  | GMIS                       | power of coordinating road authority |
| Schedule 7 Clause 12(3)  | power to take measures to ensure reinstatement works are completed  | GMIS<br>MCW<br>MSA         | power of coordinating road authority |
| Schedule 7 Clause 12(4)  | duty to ensure that works are conducted by an appropriately qualified person  | GMIS<br>MCW<br>MSA         | power of coordinating road authority |
| Schedule 7 Clause 12(5)  | power to recover costs  | GMIS<br>MCW<br>MFCS<br>MSA | power of coordinating road authority |
| Schedule 7, Clause 13(1) | duty to notify relevant coordinating road authority within 7 days that works have been completed, subject to Schedule 7, Clause 13(2) | GMIS<br>MCW<br>MSA         | duty of works manager                |
| Schedule 7 Clause 13(2)  | power to vary notice period   | GMIS<br>MCW<br>MSA         | power of coordinating road authority |
| Schedule 7, Clause 13(3) | duty to ensure works manager has complied with obligation to give notice under Schedule 7, Clause 13(1)                               | GMIS<br>MCW                | duty of infrastructure manager       |
| Schedule 7 Clause 16     | power to consent to proposed works  | GMIS<br>MSA<br>MCW         | power of coordinating road authority |

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| ROAD MANAGEMENT ACT 2004   |  |                    |   |
|----------------------------|--|--------------------|---|
| Column 1                   | Column 2   | Column 3           | Column 4  |
| PROVISION                  | THING DELEGATED  | DELEGATE           | CONDITIONS & LIMITATIONS  |
| Schedule 7 Clause 17(2)    | power to refuse to give consent  | GMIS               | power of coordinating road authority  |
| Schedule 7 Clause 18(1)    | power to enter into an agreement   | GMIS<br>MCW<br>MSA | power of coordinating road authority  |
| Schedule 7 Clause 19(1)    | power to give notice requiring rectification of works  | GMIS<br>MSA<br>MCW | power of coordinating road authority  |
| Schedule 7 Clause 20(1)    | power to require removal, relocation, replacement or upgrade of existing non-road infrastructure                                       | MSA<br>LLC<br>MCW  | power of coordinating road authority  |
| Schedule 7A Clause 2       | power to cause street lights to be installed on roads  | GMIS<br>MSA        | power of responsible road authority where it is the coordinating road authority or responsible road authority in respect of the road. |
| Schedule 7A Clause 3(1)(d) | duty to pay installation and operation costs of street lighting – where road is not an arterial road.                                  | GMIS<br>MSA        | where Council is the responsible road authority for the road.   |
| Schedule 7A Clause 3(1)(e) | duty to pay installation and operation costs of street lighting – where road is a service road on an arterial road and adjacent areas. | GMIS<br>MSA        | where Council is the responsible road authority.  |

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| ROAD MANAGEMENT ACT 2004        |   |             |   |
|---------------------------------|---|-------------|---|
| Column 1                        | Column 2  | Column 3    | Column 4  |
| PROVISION                       | THING DELEGATED   | DELEGATE    | CONDITIONS & LIMITATIONS  |
| Schedule 7A<br>Clause (3)(1)(f) | duty to pay installation and percentage of operation costs of street lighting – for arterial roads in accordance with clauses 3(2) and 4. | GMIS<br>MSA | where Council is responsible road authority that installed the light (re. installation costs) and where Council is relevant municipal Council (re operating costs). |

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| <b>CEMETERIES AND CREMATORIA REGULATIONS 2005</b> |   |                      |                                     |
|---|---|----------------------|-------------------------------------|
| <u>Column 1</u>                                   | <u>Column 2</u>   | <u>Column 3</u>      | <u>Column 4</u>                     |
| <b>PROVISION</b>                                  | <b>THING DELEGATED</b>  | <b>DELEGATE</b>      | <b>CONDITIONS &amp; LIMITATIONS</b> |
| r.17  | power to inspect any coffin, container or other receptacle if satisfied of the matters in paragraphs (a) and (b)                                  | PRC<br>GMCCS<br>MFCS |                                     |
| r.18(1)   | power to remove any fittings on any coffin, container or other receptacle if the fittings may impede the cremation process or damage the cremator | PRC<br>GMCCS<br>MFCS |                                     |
| r.18(2)   | duty to ensure any fittings removed of are disposed in an appropriate manner  | PRC<br>GMCCS<br>MFCS |                                     |
| r.19  | power to dispose of any metal substance or non-human substance recovered from a cremator  | PRC<br>GMCCS<br>MFCS |                                     |
| r.20(2)   | power to release cremated human remains to certain persons  | PRC<br>GMCCS<br>MFCS | Subject to any order of a court     |
| r.21(1)   | duty to make cremated human remains available for collection within 2 working days after the cremation  | PRC<br>GMCCS<br>MFCS |                                     |
| r.21(2)   | duty to hold cremated human remains for at least 12 months from the date of cremation   | PRC<br>GMCCS<br>MFCS |                                     |
| r.21(3)   | power to dispose of cremated human remains if no person gives a direction within 12 months of the date of cremation                               | PRC<br>GMCCS<br>MFCS |                                     |

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| <b>CEMETERIES AND CREMATORIA REGULATIONS 2005</b> |  |                      |                                     |
|---|--|----------------------|-------------------------------------|
| <u>Column 1</u>                                   | <u>Column 2</u>  | <u>Column 3</u>      | <u>Column 4</u>                     |
| <u>PROVISION</u>                                  | <u>THING DELEGATED</u>   | <u>DELEGATE</u>      | <u>CONDITIONS &amp; LIMITATIONS</u> |
| r.21(4)   | duty to take reasonable steps notify relevant people of intention to dispose of remains at expiry of 12 month period                             | PRC<br>GMCCS<br>MFCS |                                     |
| r.22  | duty to ensure a mausoleum is constructed in accordance with paragraphs (a)-(d)  | PRC<br>GMCCS<br>MFCS |                                     |
| r.26  | duty to provide statement that alternative vendors or supplier of monuments exist  | PRC<br>GMCCS<br>MFCS |                                     |
| r.36  | power to approve certain activities under the Regulations if satisfied of regulation (1)(a)-(c)  | PRC<br>GMCCS<br>MFCS |                                     |
| r.38(2)   | power to approve a person to drive, ride or use a vehicle on any surface other than a road, track or parking area                                | PRC<br>GMCCS<br>MFCS |                                     |
| Schedule clause 4                                 | 6. power to approve the carrying out of an activity referred to in rules 8, 16, 17 and 18 of Schedule 6  | PRC<br>GMCCS<br>MFCS |                                     |
| Schedule clause 5(1)                              | 6. duty to display the hours during which pedestrian access is available to the cemetery   | PRC<br>GMCCS<br>MFCS |                                     |
| Schedule clause 5(2)                              | 6. duty to notify the Secretary of (a) the hours during which pedestrian access is available to the cemetery; and (b) any changes to those hours | PRC<br>GMCCS<br>MFCS |                                     |
| Schedule clause 6(1)                              | 6. power to give directions regarding the manner in which a funeral is to be conducted   | PRC<br>GMCCS<br>MFCS |                                     |

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S6. Instrument of Delegation – Members of Staff  
1 July 2010

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| <b>CEMETERIES AND CREMATORIA REGULATIONS 2005</b> |  |                      |                                     |
|---|--|----------------------|-------------------------------------|
| <u>Column 1</u>                                   | <u>Column 2</u>  | <u>Column 3</u>      | <u>Column 4</u>                     |
| <u>PROVISION</u>                                  | <u>THING DELEGATED</u>   | <u>DELEGATE</u>      | <u>CONDITIONS &amp; LIMITATIONS</u> |
| Schedule clause 6.7(1)                            | power to give directions regarding the dressing of places of interment and memorials                       | PRC<br>GMCCS<br>MFCS |                                     |
| Schedule clause 6.11(1)                           | power to remove objects from a memorial or place of interment  | PRC<br>GMCCS<br>MFCS |                                     |
| Schedule clause 6.11(2)                           | duty to ensure objects removed under sub rule (1) are disposed of in an appropriate manner                 | PRC<br>GMCCS<br>MFCS |                                     |
| Schedule clause 6.12                              | power to inspect any work being carried out on memorials, places of interment and buildings for ceremonies | PRC<br>GMCCS<br>MFCS |                                     |
| Schedule clause 6.14                              | power to approve an animal to enter into or remain in a cemetery   | PRC<br>GMCCS<br>MFCS |                                     |

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S6. Instrument of Delegation - Members of Staff



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| ROAD MANAGEMENT (GENERAL) REGULATIONS 2005 |   |             |                                      |
|--|---|-------------|--------------------------------------|
| Column 1                                   | Column 2  | Column 3    | Column 4                             |
| PROVISION                                  | THING DELEGATED   | DELEGATE    | CONDITIONS & LIMITATIONS             |
| r.301                                      | duty to conduct reviews of road management plan   | GMIS<br>MSA |                                      |
| r.302(2)                                   | duty to give notice of review of road management plan   | GMIS<br>MSA |                                      |
| r.302(5)                                   | duty to produce written report of review of road management plan and make report available  | GMIS<br>MSA |                                      |
| r.303                                      | duty to give notice of amendment which relates to standard of construction, inspection, maintenance or repair under section 41 of the Act | GMIS<br>MSA |                                      |
| r.306(2)                                   | duty to record on road management plan the substance and date of effect of amendment  | MSA         |                                      |
| r.501(1)                                   | power to issue permit   | GMIS<br>MSA | power of coordinating road authority |
| r.501(4)                                   | power to charge fee for issuing permit under r.501(1)   | GMIS<br>MSA | power of coordinating road authority |
| r.503(1)                                   | power to give written consent to person to drive on road a vehicle which is likely to cause damage to road                                | GMIS<br>MSA | power of coordinating road authority |
| r.508(3)                                   | power to make submission to Tribunal  | GMIS        | power of coordinating road authority |
| r.509(1)                                   | power to remove objects, refuse, rubbish or other material deposited or left on road  | MCW<br>LLC  | power of responsible road authority  |

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S6. Instrument of Delegation - Members of Staff 1 July 2010

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| ROAD MANAGEMENT (GENERAL) REGULATIONS 2005 |   |          |                                     |
|--|---|----------|-------------------------------------|
| Column 1                                   | Column 2  | Column 3 | Column 4                            |
| PROVISION                                  | THING DELEGATED   | DELEGATE | CONDITIONS & LIMITATIONS            |
| r.509(2)                                   | power to sell or destroy things removed from road or part of road (after first complying with r.509(3)) | GMIS LLC | power of responsible road authority |
| r.509(4)                                   | power to recover in the Magistrates' Court, expenses from person responsible                            | GMIS LLC |                                     |

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S6. Instrument of Delegation – Members of Staff

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| ROAD MANAGEMENT (WORKS AND INFRASTRUCTURE) REGULATIONS 2005 |   |             |                                      |
|---|---|-------------|--------------------------------------|
| Column 1  | Column 2  | Column 3    | Column 4                             |
| PROVISION   | THING DELEGATED   | DELEGATE    | CONDITIONS & LIMITATIONS             |
| r.10  | power, where consent given under s.63(1) of the Act, to exempt a person from requirement under clause 13(1) of Schedule 7 to that Act to give notice as to the completion of those work | GMIS<br>MCW | power of coordinating road authority |
| r.18(2)   | power to waive whole or part of fee in certain circumstances  | GMIS        | power of coordinating road authority |

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S6. Instrument of Delegation – Members of Staff  
1 July 2010



**OM102710-6****INFLUENZA PANDEMIC PLAN**

|             |                                |           |              |
|-------------|--------------------------------|-----------|--------------|
| AUTHOR:     | Greg Fletcher                  | ENDORSED: | Colin Hayman |
| DEPARTMENT: | Corporate & Community Services | FILE REF: | GEN:00498    |

**Purpose**

The purpose of this report is for Council to adopt the Barwon-South Western Region Plan for Influenza Pandemic (Colac Otway Shire) following a six week period where the community have been able to provide comments. There were no comments requiring amendments to the draft during this period.

**Declaration of Interests**

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

**Background**

At the 28 July 2010 Council Meeting, Council endorsed the draft Barwon-South Western Region Plan for Influenza Pandemic (Colac Otway Shire) and resolved that the Plan be exhibited publically for at least a six week period for community input.

The Federal Government's Department of Health and Ageing (DoHA) is the control Agency at the National level and will liaise with State Governments in coordinating an effective response. The national plan (*Australian Management Plan for Pandemic Influenza, updated 2008*) focuses on containment and maintenance of essential services.

The Victorian Influenza Pandemic Plan is a sub-plan of the Department of Health - Public Health Emergency Management Arrangements (PHEMA). Under this plan the responsibility for controlling infectious disease emergencies, such as an influenza pandemic, lies with the Communicable Diseases Section of the Department.

Council has the responsibility for implementing local actions to plan, prepare, respond and provide for the recovery from outbreaks of human disease, in this case an influenza pandemic. This Influenza Pandemic Plan will become a sub-plan of the Colac Otway Shire Municipal Emergency Management Plan.

**Council Plan / Other Strategies / Policy**

A strategy under the Key Result Area of Leadership and Governance identifies the need to meet our statutory obligations for community safety, security and responses to emergency situations.

In addition, Council will promote community health and wellbeing in partnership with other health services.

**Issues / Options**

This Plan has been prepared by a group of public health and community services representatives from State and Local Governments across the Barwon – South Western region. The general information has been developed regionally to provide consistency and uniform understanding. Local information for each municipality has been included to ensure responsive action.

**Proposal**

It is proposed that Council adopts the Influenza Pandemic Plan.

**Financial and Other Resource Implications**

Financial and resource implications would be significant to Council if an influenza pandemic was to strike. The Plan outlines Council's actions to provide support and recovery assistance throughout the duration of the influenza pandemic.

Reimbursement from government would be sought to cover costs incurred throughout the duration of an influenza pandemic.

**Risk Management & Compliance Issues**

Developing an Influenza Pandemic Plan and implementing its actions is an obligation required of Council as part of responding to future threats to human health.

**Environmental and Climate Change Considerations**

This Plan does not need to consider the environment or climate change.

**Community Engagement**

The community engagement strategy will follow the recommendations of the Colac Otway Shire Council Community Engagement policy of January 2010, which details five levels of engagement – inform, consult, involve, collaborate and empower.

The draft Plan has been available for the community to make comment for at least a 6 week period.

Community engagement following the adoption of this Plan would be to work in collaboration with the State and Federal Governments and local health agencies. Throughout the prevention, response and recovery phases for influenza pandemics the community would be informed of the how to reduce the likelihood of contracting or spreading the flu, and the issues of containment, isolation, medical treatment (if available) and recovery.

This can be achieved by disseminating information on hygiene and pandemic awareness. The Department of Health, being the Control Agency, will take the lead role in communicating with the community about a pending pandemic event and what actions it will put into place. Council will work in conjunction with the Department of Health to issue information, including warnings.

**Implementation**

Any planning and preparation for an influenza pandemic will be undertaken in accordance with the Plan.

Upon 'activation' of this Plan, in response to an influenza pandemic threat, a meeting of Council's Pandemic Flu Planning Committee would be convened and the Council's Chief Executive Officer informed that the Council's Municipal Emergency Management Plan and/or Influenza Pandemic Plan have been 'activated'.

**Conclusion**

The Influenza Pandemic Plan provides details of the National, State and local activities to plan, prepare, respond and recover from a pandemic. The uniformity of this Plan with other levels of Government is necessary to ensure that a coordinated and well understood process can be activated to deal with the impact of pandemics in the future.

**Attachments**

1. Barwon-South Western Region Plan for Influenza Pandemic

**Recommendation(s)**

***That Council adopts the Barwon-South Western Region Plan for Influenza Pandemic (Colac Otway Shire).***

~~~~~\ ~~~~~







**Barwon-South Western Region**

# **Plan for Influenza Pandemic**



# Influenza Pandemic Plan

A sub-plan of the Municipal Emergency Management Plan

## Colac Otway Shire

Date: July 2010

Author: P Matchan, Environmental Health Coordinator

Approved: G Fletcher, Manager Health & Community Services

Date Endorsed: October 2010

Date Amended: \_\_\_\_\_

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## Part 1 Foreword

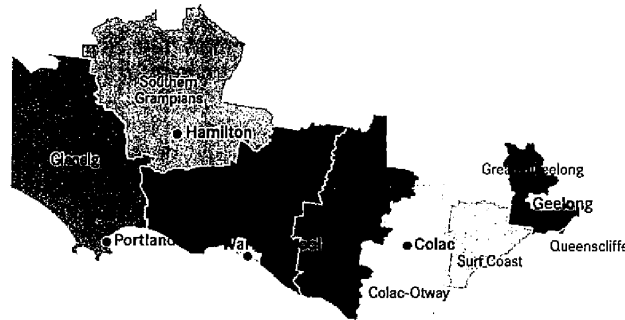
The following plan has been developed by the Barwon-South Western Region Influenza Pandemic Planning Committee, which comprises of representatives from the Department of Human Services and each of the region's nine Local Government Authorities.

This plan enables Local Government to provide a consistent approach to response and recovery arrangements and facilitate an integrated approach to Business Continuity, Public Health and Community Support across the region. The plan also highlights the potential for resource sharing between Local Governments within the region in the event that a pandemic is declared.

The Regional Influenza Pandemic Planning Group would like to acknowledge the considerable contribution of Steve Sodomaco (*Deputy Municipal Recovery Manager*) and Kevin Garde (*Municipal Emergency Recovery Officer*) from the City of Greater Geelong to the development of this plan.

Representatives of the Regional Influenza Pandemic Planning Group:

| Agency                       | Nominated Representatives     |
|------------------------------|-------------------------------|
| Borough of Queenscliffe      | Fiona Swan                    |
| City of Greater Geelong      | Steve Sodomaco, Kevin Garde   |
| Colac Otway Shire            | Peter Matchan                 |
| Corangamite Shire            | Kevin Kittel                  |
| Glenelg Shire                | Greg Andrews                  |
| Moynes Shire                 | John Brown                    |
| Southern Grampians Shire     | Murray Young, Kevin O'Brien   |
| Surfcoast Shire              | Adam Lee                      |
| Warrnambool City Council     | Murray Murfett                |
| Department of Human Services | Leanne Madden, Katrina Fisher |



## Part 2 Executive Summary

It must be stated upfront that this plan is to deal with an expected pandemic flu attack of a virulent and high mortality nature and is not a result of or focused on the recent swine flu pandemic. The biggest threat to Australia and the world still remains the possibility of the Avian Bird Flu or other non identified virulent, deadly flu virus mutating to allow Human to Human infection. Modelling and proposed infection rates throughout this document are based on that assumption.

The world has faced approximately 10 pandemic events during the past 300 years with four of these events occurring within the 20<sup>th</sup> Century.

1. The 1918-1919, Spanish Influenza – between 20 and 40million deaths
2. The 1957-1958 Asian Influenza – 2 million deaths and
3. The 1968 Hong Kong Influenza – 1 million deaths
4. The 2009 Mexico Swine Influenza – 16,455 in 213 Countries

The recent swine flu pandemic demonstrated the speed in which a new strain of flu can spread across the world. In Australia there have been 3,107 laboratory confirmed cases and 26 deaths. Swine flu is considered a mild disease in effect especially when compared with the expected 2500 people who die from seasonal flu and its complications in Australia each year.

The avian flu strain A (H5N1) was first recorded in humans in Hong Kong in 1997. At present this avian influenza is primarily an animal disease with human infections generally limited to individuals who come into contact with infected birds (i.e. domestic ducks, chickens and the like as well as long –range migratory birds which act as carriers but do not get infected). The avian flu is presently spreading across Asia, Africa and Europe and as a Pandemic evolves through the generation of a new strain of virus, effectively there will be no individual in the world who is immune from the disease.

It is believed that this strain has the potential to develop into an Influenza Pandemic as it is closely aligned with the 1918 - 1919 (H1N1) strain. The current H5N1 avian flu strain has an estimated global impact in excess of 200 million human deaths if the virus develops the capacity for sustained and efficient human-to-human transmission.

At the time of writing , the Avian (Bird) Flu had jumped from animal-to-human. However, there had been no confirmed cases of human-to-human transmission and no evidence of Avian Flu within Australia.

Typically, healthy children and adults with healthy and developing immune systems are most vulnerable as it is the side effects of the reaction to the virus that can cause death through respiratory failure. Those normally at risk in other disease scenarios (the very young and aged) are less at risk due to their suppressed or underdeveloped immune system, further assisted by the increased likelihood of isolation/low community interaction.

### 2.2 Modelling

The Victorian Government Health Department (DH) conducted a study on human-to-human transmission; it was anticipated, based on an attack rate of 30% within the Victorian community with no vaccine or treatment available over a 6-8 week period, the impact would result in:

- Between 2,000 and 10,000 deaths
- Between 6,000 and 24,000 hospitalisation and
- Between 600,000 and 700,000 outpatient visits

### 2.3 Modelling for Australia

Based on an attack rate of 25% within the Australian population and if there were no pandemic vaccine or treatment available over a 6-8 week period it could lead to:

- Between 13,000 and 44,000 deaths
- Between 57,900 and 148,000 hospitalisation and
- Between 2, 600,000 and 7,500,000 outpatient visits

### 2.4 Colac Otway Shire Figures

**If a pandemic with an attack rate of 30% and a mortality rate of 2.4% were to occur in the Colac Otway Shire, and there was no pandemic vaccine or treatment available, over a 6-8 week period based on current population figures, approximately 6,300 people would be infected and 151 deaths would occur. (Based on a population of 21,000 people and figures as estimated by the Victorian Government's pandemic flu template guide)**

It should be noted that accurate impact estimates are difficult to determine as medical authorities are unable to predict the virulence of a particular strain involved as well as the epidemiology of the strain.

Early warning signals are weak but spread can be rapid. Once a pandemic influenza virus has been identified, it is likely to take 4-6 months to develop, test, and begin producing a vaccine. It is unlikely that vaccine production will meet the demand within the community. In addition, it is also difficult for medical authorities to estimate the likely duration of such an event. Event duration can range from 6-weeks to 18-months with successive, possibly three waves of attack within the population with the impact of each wave becoming more severe.

The global economic and societal disruption of an influenza pandemic could be significant. In global terms, latest figures estimate that the H5N1 pandemic could cost the world economy in excess of \$166 billion. Staff reductions across multiple sectors could threaten the operation and delivery of critical services as well as place huge demands on medical services.

This Influenza Pandemic Plan is a sub-plan to Council's Municipal Emergency Management Plan (MEMPlan) and has been written so as to help clarify the management of such an event within the community.

## Part 3 – Aims & Objectives

**Aim: The aim of this plan is minimise the effect that an influenza pandemic will have on the Health, Social, Built, Financial and Environmental aspects of our community.**

### Objectives

- To ensure that Council has arrangements in place to protect its staff and continue to operate in the event of an influenza pandemic.
- To identify and implement activities, which could prevent, respond to and support recover from the effects of the impact of an influenza pandemic on the community.
- To design an immunization program that would be effective in the face of a pandemic flu epidemic assuming that vaccines are made available.
- To bring together a range of stakeholders to ensure that the plan is both practical and relevant and to ensure that arrangements put in place are followed in the event of an influenza pandemic.



### 3.2 Background

In 2003, the World Health Organization reported an outbreak of a highly pathogenic avian influenza (bird flu) affecting a number of countries in south and central Asia. The virus implicated was a strain known as H5N1. Since then, outbreaks in birds have occurred in other regions around the world and the virus has caused disease in humans who have been in close contact with infected birds.

A pandemic is the outbreak of a disease on a worldwide scale. A pandemic occurs when a new strain of virus emerges for which there is little or no immunity in the population, and which is readily transferred between humans to produce infection in a high proportion of those exposed. New viral strains are usually associated with high morbidity, excess mortality and social and economic disruption. The recent Swine Flu pandemic was an exception to the rule however early indications were that it was quite deadly in effect.

At the time of preparing this Influenza Pandemic Plan there had been 240 cases of Avian Flu (H5N1) infection in humans worldwide. Of these 240 cases, 141 deaths had occurred, equating to a 59% mortality rate.

Council has a responsibility to plan and prepare to mitigate the potentially serious consequences of a new influenza pandemic. This Influenza Pandemic Plan is a sub-plan of the Colac Otway Shire Municipal Emergency Management Plan.

### 3.3 Disease Description

Influenza is an acute respiratory disease, which has an incubation period of 1-7 days, usually 2-3 days. Adults have been shown to shed the virus for 3 days before developing symptoms to up to 7 days after the onset of illness. Young children can shed the virus for longer than 7 days. The virus remains infectious in aerosols for hours and potentially remains infectious on hard surfaces for up to 21 days.

Transmission is mainly by **droplet transmission**, usually from the cough or sneeze of an infected person. Influenza can also be spread by **contact transmission** when a person touches respiratory droplets that are either on another person or an object, and then touches their own mouth, nose or eyes (or someone else's mouth, nose or eyes) before washing their hands. In some situations, **airborne transmission** may result from procedures that produce very fine droplets that are released into the air and breathed in, for example intubation, taking respiratory samples, performing suctioning, or using a nebuliser.

### 3.4 Personal Infection Control

Personal Protective Equipment including a full gown (or coveralls), gloves, eye shield and P2 mask (or other recommended mask) are required to protect health care workers. Infected persons should wear an appropriate mask.

3.5 Scope of this Plan

This plan outlines, as far as is practicable, how Local Government will plan for, respond to, and recover from an influenza pandemic that impacts on the shire using four aspects of

- Preparedness
- Response
- Prevention
- Recovery

## Part Four – Planning and Management Arrangements

### 4.1 Influenza Pandemic Planning

Planning for a pandemic at various levels of Government particularly Federal and state has been underway for many years.

In June 2005, (updated 2008) the Australian Federal Government Department of Health and Ageing (DoHA) released the *Australian Management Plan for Pandemic Influenza*. *The National Plan focuses on containment of the virus and supporting and maintaining critical services. Containment means that, in the early stages of a pandemic, intensive efforts will concentrate on containing the virus to allow time for a pandemic influenza vaccine to be produced. Containment strategies may include reducing traveller numbers to Australia, social distancing and infection control measures, short-term home quarantine for those exposed to the virus and the targeted use of antiviral. Maintenance means that if the pandemic becomes widespread, efforts will concentrate on maintaining health and other services to keep society functioning until a pandemic vaccine becomes available or the pandemic abates – DH 2007.*

### 4.2 Plan Development

Various Council officers have been brought together in order to plan and develop the necessary arrangements for a pandemic event. The establishment of sound strategies to deal with the numerous emerging issues that the Council and community will be faced with require extensive and ongoing liaison between all agencies.

The focus of this Plan is enacting Council's role and responsibilities in its capacity as a Support Agency to the Control Agency, the Victorian Government Department of Human (DH), in dealing with the impact of a pandemic event on the community and the Department of Primary Industries for a pandemic flu outbreak.

### 4.3 Influenza Pandemic Planning Coordinator

**Influenza Pandemic Coordinator** – Council has appointed Peter Matchan as its Influenza Pandemic Coordinator. The functions of this role will be to;

- Administer the Influenza Pandemic Planning Group
- Increase awareness among health care providers and involving them in the development of planned arrangements
- Research vulnerable groups within the community
- Liaise with council's business continuity working group to ensure that specific issues that may arise in an influenza pandemic are addressed.
- Liaise with the Municipal Recovery Manager in relation to community support and recovery considerations in an influenza pandemic; and
- Arrange exercise and workshops.

#### 4.4 Pandemic Flu Sub Committee

The Colac Otway Shire acknowledges the contribution to this document by members of the Colac Otway Shire Influenza Pandemic Planning Sub-committee, namely:

| Name* | Position                                  | Organisation                      |
|-------|-------------------------------------------|-----------------------------------|
|       | Pandemic Flu Coordinator                  | Colac Otway Shire                 |
|       | Municipal Recovery Manager                | Colac Otway Shire                 |
|       | Aged & Disability Services Co coordinator | Colac Otway Shire                 |
|       | Finance & Customer Services Manager       | Colac Otway Shire                 |
|       | Manager Cosworks                          | Colac Otway Shire                 |
|       | Manager Information Services              | Colac Otway Shire                 |
|       | Risk Services Officer                     | Colac Otway Shire                 |
|       | Children & Family Services Coordinator    | Colac Otway Shire                 |
|       | Medical Officer of Health                 | Colac Otway Shire                 |
|       | Captain                                   | Salvation Army                    |
|       |                                           | St Laurence Community Support     |
|       |                                           | Victorian Council of Churches     |
|       | Emergency Services Liaison Officer        | Australian Red Cross              |
|       | Representative                            | Rural Ambulance Victoria          |
|       | Representative                            | Otway Health & Community Services |
|       | Infection Control Nurse                   | Colac Area Health                 |
|       | CEO                                       | Otway Div. of General Practice    |

\* To be inserted at time of this Plan being commissioned for use.

#### 4.5 Event Management

##### Global Management

In April 1999, the World Health Organisation (WHO) published the document 'Influenza Pandemic Plan - The Role of the WHO and Guidelines for National and Regional Planning'. The document was prepared to assist medical and public health leaders with their response to future threats of pandemic influenza. The document outlines the roles and responsibilities of WHO and national authorities and pandemic planning committees. It defines the preparedness levels and phases of an influenza pandemic, and the various actions that would be undertaken by WHO and other health authorities in these periods.

The Director General of the WHO will make the determination of global phases, including the up scaling and downscaling. It should be noted that these phases are not sequential.

**Phases used in the World Health Organisation global influenza preparedness plan – adapted to include the Australian phases**

| Period         | Global Phase | Australian Phase                                                                                                                                                                                                                     | Description of Phase                                                                                                                                                                                                                                                   | Main Strategy               |
|----------------|--------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| Inter-Pandemic | 0            | AUS 0                                                                                                                                                                                                                                | No circulating animal influenza subtypes in Australia that have caused human disease.                                                                                                                                                                                  | Containment                 |
|                | 1            | Overseas 1                                                                                                                                                                                                                           | Animal infection overseas: the risk of human infection or disease is considered low                                                                                                                                                                                    |                             |
|                |              | AUS 1                                                                                                                                                                                                                                | Animal infection in Australia: the risk of human infection or disease is considered low                                                                                                                                                                                |                             |
| 2              | Overseas 2   | Animal infection overseas: substantial risk of human disease                                                                                                                                                                         |                                                                                                                                                                                                                                                                        |                             |
|                | AUS 2        | Animal infection in Australia: substantial risk of human disease                                                                                                                                                                     |                                                                                                                                                                                                                                                                        |                             |
| Pandemic Alert | 3            | Overseas 3                                                                                                                                                                                                                           | Human infection overseas with new subtype(s) but no human to human spread or at most rare instances of spread to a close contact                                                                                                                                       |                             |
|                |              | AUS 3                                                                                                                                                                                                                                | Human infection in Australia with new subtype(s) but no human to human spread or at most rare instances of spread to a close contact                                                                                                                                   |                             |
| 4              | Overseas 4   | Human infection overseas: small cluster(s) consistent with limited human to human transmission, spread highly localised, suggesting the virus is not well adapted to humans                                                          |                                                                                                                                                                                                                                                                        |                             |
|                | AUS 4        | Human infection in Australia: small cluster(s) consistent with limited human to human transmission, spread highly localised, suggesting the virus is not well adapted to humans                                                      |                                                                                                                                                                                                                                                                        |                             |
| 5              | Overseas 5   | Human infection overseas: large cluster(s) but human to human transmission still localised, suggesting the virus is becoming increasingly better adapted to humans, but may not yet be fully adapted (substantial pandemic risk)     |                                                                                                                                                                                                                                                                        |                             |
|                | AUS 5        | Human infection in Australia: large cluster(s) but human to human transmission still localised, suggesting the virus is becoming increasingly better adapted to humans, but may not yet be fully adapted (substantial pandemic risk) |                                                                                                                                                                                                                                                                        |                             |
| Pandemic       | 6            | Overseas 6<br>AUS 6a<br>AUS 6b<br>AUS 6c<br>AUS 6d                                                                                                                                                                                   | Pandemic overseas – not in Australia: increased and sustained transmission in general population<br>Pandemic in Australia: localised (one area of country)<br>Pandemic in Australia: widespread<br>Pandemic in Australia: subsided<br>Pandemic in Australia: next wave | Maintain essential services |

**Note:** Two phases may be referred to simultaneously, for example, one phase for what is occurring overseas and one phase in Australia. The phases are intended to guide actions rather than be a strict categorisation of the events.

**4.6 Determination of Pandemic Phases**

The following Table outlines which organisations determine the various pandemic phases. These phases, in turn, are then used to determine various actions that are to be undertaken by Council in preparedness, prevention, response and recovery.

- DH will coordinate the management of containment

- Isolation refers to a case; quarantine refers to contact. In the early stages, isolation will take place at hospitals and quarantine at home. If services get overwhelmed, both isolation and quarantine may need to occur in the home
- See p11 of 'tool kit' for additional details

| Phase                                   | Description                                                                                                                                                                                                      |
|-----------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Global                                  | The determination of <u>global phases</u> , including up-scaling and downscaling, will be made by the Director-General of the World Health Organisation. See Part G for information on same.                     |
| National                                | The Australian phases will be designated by the Australian Government's Department of Health and Ageing (DoHA), in particular the Chief Medical Officer (CMO), with advice from an expert advisory panel.        |
| State                                   | Victoria will take guidance from the DoHA, as well as determining its own phases, by direction of its Chief Health Officer (CHO), Department of Human Services.                                                  |
| Regional & Local                        | The Victorian Government's Department of Human Services will determine the pandemic level within the community.                                                                                                  |
| Council Internal Phase – Service Levels | The Chief Executive Officer will determine Council's own 'internal' phases for business continuity purposes based on advice from the Business Continuity Committee and the staffing level information collected. |

**4.7 National Management**

The Federal Governments Department of Health and Aging (DoHA) is the Control Agency at the National level and will liaise with State Governments in coordinating an effective response. The senior officer within this department given the responsibility of managing a pandemic event is the Chief Medical Officer (CMO), who will designate the Australian phases with the advice from an expert advisory group.

The aim of the National Plan is to provide a detailed guide for the Australian response to a pandemic influenza threat. The Plan targets a wide range of people who will be involved in planning and responding to an influenza pandemic: health planners, public and clinical health care providers, border workers, state and territory health departments, essential service providers, and those involved in the media and communications.

The National Plan has two main strategies:

- 1 Containment: this refers to preventing transmission and spread by border control measures, isolation of the sick, quarantine of contacts and judicious use of antiviral medication.
- 2 Maintenance of essential services: if there is an explosive spread within the general population, containment may not be possible. The strategy will shift to an emphasis on the maintenance of essential services.

**4.8 State Management/Control Agency**

The occurrence of an influenza pandemic would constitute an emergency event under the Emergency Management Act 1986. The Emergency Management Manual Victoria (EMMV) identifies DH as the Control Agency for human illness / epidemics. Victoria will take guidance from the Chief Medical Officer as well as determining its own actions, by direction of its Chief Health Officer.

In Victoria, an influenza pandemic constitutes an emergency under the Emergency Management Act 1986.

The Emergency Management Manual Victoria (EMMV) details the emergency roles and responsibilities of agencies in relation to the prevention, mitigation, risk reduction, response and recovery components of emergencies.

The Department of Human Services (DH), Public Health Group is the designated control agency for human illnesses/epidemics.

The Victorian Influenza Pandemic Plan is a sub-plan of the DH Public Health Emergency Management Arrangements (PHEMA). Under this plan the responsibility for controlling infectious disease emergencies, such as pandemic influenza, lies with the Communicable Diseases Section of DH.

In the event of serious influenza pandemic, the Colac Otway Shire's Municipal Emergency Management Plan would be activated.

#### **4.9 Local Government Arrangements**

Local government is the closest level of government to the community and has a responsibility to:

- To assist in reducing the impacts of an influenza pandemic within its municipality
- To provide support and recovery assistance throughout the duration of the influenza pandemic

A Pandemic event will have a major impact on both council services and on the business community. Council must plan to address business continuity in regards to shortages in staff, volunteers, services provided by contractors and is prepared to for the consequences of businesses that may fail or close during a prolonged pandemic event. It is likely that as the pandemic spreads, Council's capacity to maintain its essential services and emergency management arrangements will be overwhelmed. In this scenario, Council will seek support from DHS and neighbouring Councils for key public health and emergency response and recovery operations to ensure community needs are met.

Council will seek support from DHS and neighbouring Councils for key public health and emergency response and recovery operations however it should be anticipated that those organisations will also be short of staff and have their own problems.

4.10 Department of Health (DH) & Council Responsibilities

| Department Of Health Services (DH)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Cobar Cway Shire                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Surveillance</li> <li>• Monitoring hospital admissions</li> <li>• Monitoring deaths</li> <li>• Monitoring health workforce absenteeism – hospital staff, general practice staff, ambulance staff, community nursing staff, pharmacists</li> <li>• Monitoring workforce absenteeism in essential services and industries</li> <li>• Provide advice to contacts</li> <li>• Mobilise to immunise priority groups</li> <li>• Implement public health measures – increasing social distance (voluntary/compulsory quarantine), closure of facilities (schools, hospitals, etc), discouraging mass gatherings</li> <li>• Undertake a public information campaign – encourage self-diagnosis, disinfection measures, containment measures, limit travelling, etc.</li> <li>• Provide assistance to local government to help deliver response activities</li> </ul> | <ul style="list-style-type: none"> <li>○ Work in conjunction with DH to disseminate information (including warnings)</li> <li>○ Provide resources as available and needed by the community and response agencies</li> <li>○ Provide human resources to ensure Council responsibilities are met – divert non-essential service staff into essential – garbage management, supply delivery, etc.</li> <li>○ In cooperation with the Police MERC establish the Municipal Emergency Coordination Centre (MECC) – for bio and chemo</li> <li>○ Gather and process information for post-incident assessment</li> <li>○ Provide support to individuals/communities quarantined/isolated in homes/institutions</li> <li>○ Provide and coordinate volunteers</li> <li>○ Provide personal support services, eg. Counselling, Advocacy</li> <li>○ Provide and staff the Recovery/Information Centre(s)</li> <li>○ Convene the Municipal/Community Recovery Committee</li> <li>○ Arrange vaccine storage and delivery</li> <li>○ Provide immunisation services according to DH recommendations</li> <li>○ Identify temporary mortuary facilities</li> <li>○ Monitor workforce absenteeism at a local level, particularly in essential services</li> <li>○ Provide assistance to get recovered persons (Immune) to become contributors to the response cause</li> <li>○ Quarantine supply areas</li> <li>○ Work with other agencies to ensure supply and re-supply security</li> </ul> |

The NRIS (National Registration Inquiry System) will be used to register and ensure surveillance, location and contacts of victims.

The initial response period will be relatively short however recovery will be long-term.

Recovery will therefore be the primary focus of the Municipal Emergency Coordination Centre (MECC).



## Part Five – Risk Assessment

### 5.1 Likely Impact of an influenza pandemic in Victoria

Influenza pandemics have commonly been associated with attack rates of 25-30% of the population. However, higher attack rates have occurred in some communities. Worst case estimates suggest 40% of the working population could be affected in the peak of a pandemic. This could last for several weeks. Absence rates of 5-10% could be expected over a much longer period after the initial phase (DH, 2005).

### 5.2 Estimates of morbidity and mortality in Victoria

Modelling by DH has identified that if a pandemic with an attack rate of 30% were to occur in Victoria, and there was no pandemic vaccine or treatment available over a 6-8 week period it could lead to:

- between 2,000 and 10,000 deaths
- between 6,000 and 24,000 hospitalisations
- between 600,000 and 700,000 outpatient visits

It needs to be noted that developing accurate estimates on the potential impacts of an influenza pandemic is difficult given that medical authorities are unable to predict the virulence and infectivity of the particular strain involved as well as the epidemiology of the specific strain and the rapidity and effectiveness of the response. The USA Pandemic Implementation Plan states on page 43 “...an outbreak of a novel strain or subtype of influenza capable of sustained and efficient human-to-human transmission...would spread quickly within the affected community, doubling in size approximately every 3-days.”

**Note:** Modelling undertaken by the American Los Alamos National Laboratory determined that with no intervention a pandemic flu with low contagiousness could peak after 117 days and infect 33% of the U.S. population. A highly contagious virus could peak after 64 days and infect 54% of the U.S. population

### 5.3 Additional Impacts

Additional impacts that could be considered a ‘knock on’ effect include:

- Loss of basic utility services (power, water, gas) due to staff shortages caused by the impact of the pandemic;
- Closure of schools, universities, embargo on mass gatherings (i.e. social distancing);
- Quarantining of properties/people;
- State/Federal Governments could implement Boarder Control in order to curtail the spread of the disease and;
- Impact on food supplies, banking services, public transport, government and non-government services and emergency services.

Similarly, council may be requested (or possibly directed) to close places of mass gatherings that it has control over, e.g., aquatic centres, libraries, kindergarten, Maternal & Child health centres, youth programs and special events.

Staff absenteeism could range up to 40% to 50% (worst case) at the peak of the pandemic (this could last for several weeks) and between 5 and 10% for a much longer period after the initial phase. Death rates could be as high as 2.5%.

For certain Council services such as Environmental Health, Children & Family, Aged & Disability, contracted cleaning & waste collection, the impact could significantly exceed the 40% absenteeism figure due to staff being required to implement the emergency management arrangements between Council's and other emergency services.

Accurate impact estimates are difficult to determine as medical authorities are unable to predict the virulence and infectivity of the particular strain involved as well as the epidemiology of the strain. Once a pandemic influenza virus has been identified, it will likely take 4-6 months to develop, test, and begin producing a vaccine. Event durations range from 6 weeks to 18 months with successive, possibly three waves of attack within the population each lasting between 6 -12 weeks during that time.

#### 5.4 Risk Rating

**The risk assessment according to the standard definitions below is that a Flu Pandemic is LIKELY and that the consequent effect will be MAJOR.**

##### **LIKELY**

Definition - There have been regular recorded incidents and strong anecdotal evidence in the past, and there is considerable opportunity, reason or means to occur.

##### **MAJOR**

Definition the event will result in extensive injuries, significant hospitalization, large number displaced (more than 24 hours duration), fatalities, and external resources will be required for personal support. Furthermore, there will be significant impact that requires external resources, the community will only partially function and some services will be unavailable. Some impact on the environment may occur with long-term effects, significant financial losses may occur and some financial assistance will be required.

#### **5.5 Colac Otway Shire's Estimated Mortality**

**If a pandemic with an attack rate of 30% and a mortality rate of 2.4% were to occur in the Colac Otway Shire, and there was no pandemic vaccine or treatment available, over a 6-8 week period based on current population figures, approximately 6,300 people would be infected and 151 deaths would occur. (Based on a population of 21,000 people and figures as estimated by the Victorian Government's pandemic flu template guide)**

The potential impacts of an influenza pandemic will be determined by:

- The virulence and infectivity of the particular viral strain involved;
- The epidemiology of the specific strain; and
- How rapid and effective the initial response to the pandemic is at a world, national, state and local level.

One thing is certain is that the effects of a pandemic will be significant.

## Part Six – Prevention

Prevention and mitigation refers to measures taken in advance of an emergency aimed at decreasing or eliminating its impact on the community or the environment. Effective prevention activities reduce the requirement to respond to, and recover from, emergency events – in this case, an Influenza Pandemic.

### 6.1 Main Tasks & Responsibilities.

| MAIN TASKS                                                                         | RESPONSIBILITY                              |                                             |
|------------------------------------------------------------------------------------|---------------------------------------------|---------------------------------------------|
|                                                                                    | MUNICIPAL LEVEL                             | DIVISIONAL / REGIONAL LEVEL                 |
| Clarify various agency responsibilities for an Avian Flu and/or Pandemic Influenza | As per Emergency Management Manual Victoria | As per Emergency Management Manual Victoria |
| Community Education                                                                | Council & DH                                | DH                                          |
| Monitoring WHO Pandemic Level                                                      | DH                                          | DH                                          |
| Declaring Pandemic phases at state/local level                                     | DHS                                         | DH                                          |
| Map potential sites that could be impacted by Avian Flu                            | DPI                                         | DPI                                         |
| Monitoring farm animals for signs of Avian Flu                                     | DPI                                         | DPI                                         |
| Develop protocols for the disposal of Avian Flu affected animals                   | Council & DPI                               | DPI                                         |
| Formal Media Releases                                                              | DH                                          | DH                                          |

### 6.2 Community Education – General

At a municipal level, DH has developed a communications strategy that will strengthen pandemic preparedness to ensure that timely, informative and consistent messages are provided to the broader community.'

Refer: [www.health.vic.gov.au/pandemicinfluenza/government/government/comm.htm](http://www.health.vic.gov.au/pandemicinfluenza/government/government/comm.htm)

DH will make available to Council a range of information and awareness brochures and posters with general hygiene messages.

Council will need to also communicate messages consistent with the state messages and customise these so that all sections of the community, including vulnerable groups have access to the information.

Community messages need to specifically target:

- what the municipality is doing about influenza pandemic planning
- the current state of the pandemic and its degree of spread and impact
- providing accurate information on hygiene and pandemic awareness
- changes of arrangements for service delivery

At a state level, a number of fact sheets/posters have been developed:

Refer: [www.health.vic.gov.au/ideas/regulations/vic\\_influenza](http://www.health.vic.gov.au/ideas/regulations/vic_influenza)  
[www.health.vic.gov.au/pandemicinfluenza/prof\\_res.htm#general](http://www.health.vic.gov.au/pandemicinfluenza/prof_res.htm#general)

## Part 7 – Preparedness

Thorough planning and preparation for any event, including an influenza pandemic may help reduce the effect that an event will have on the community. However, it needs to be remembered that having a plan that addresses all issues is simply not possible. Many issues will remain unanswered not only from Council but also from the Control Agency, State and Federal Governments.

### 7.1 Main Tasks & Responsibilities.

| MAIN TASKS                                                                                                                                                                                                                                   | RESPONSIBILITY                                     |                                                    |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------|----------------------------------------------------|
|                                                                                                                                                                                                                                              | MUNICIPAL LEVEL                                    | DIVISIONAL / REGIONAL LEVEL                        |
| Monitor WHO Pandemic Levels                                                                                                                                                                                                                  | Council                                            | DH                                                 |
| Produce community communication & warning protocol (in line with the Whole-of-Govt comms strategy)                                                                                                                                           | MERO/ DHS & Vic Police                             | DH & Vic Police                                    |
| Develop Warnings distribution methods (in line with the Whole-of-Govt comms strategy)                                                                                                                                                        | MERO/DHS & Vic Police                              | DH & Vic Police                                    |
| For Level 3 or 4 Events<br>Establish links with Control Agency(s)                                                                                                                                                                            | MERO/Police MERC                                   | POLICE DERC                                        |
| MECC Support Staff Training                                                                                                                                                                                                                  | MEM                                                |                                                    |
| Vaccination - ID key groups to receive vaccination (DoHA will identify priority groups in advance)                                                                                                                                           | DH/BCC                                             | DH/DoHA                                            |
| Establish Key Contacts with DH Regional Office                                                                                                                                                                                               | MRM & PHEC                                         |                                                    |
| Animal Surveillance – exotic diseases                                                                                                                                                                                                        | DPI                                                | DPI                                                |
| Education of Council Emergency Management practitioners                                                                                                                                                                                      | PHEC/MERO/MRM                                      | DH                                                 |
| On-going education/training of emergency services & councils                                                                                                                                                                                 | DHS                                                | DH                                                 |
| Production of Pandemic Sub-Plans                                                                                                                                                                                                             | MEMPC                                              | DH                                                 |
| Establish meeting frequency of the IPPG and Regional IPP group                                                                                                                                                                               | IPC                                                | DH                                                 |
| Public Education                                                                                                                                                                                                                             | IPPG/DH                                            | DH                                                 |
| Development of Business Continuity Plans                                                                                                                                                                                                     | Council & all Agencies                             |                                                    |
| Establish PPE stockpile at local and regional level                                                                                                                                                                                          | All agencies                                       | DH                                                 |
| Staff Education and Training                                                                                                                                                                                                                 | IPPG/ BCC                                          |                                                    |
| MECC rehearsal set-up                                                                                                                                                                                                                        | Council                                            | Municipalities                                     |
| Identify potential sites/businesses that could be impacted by an Avian Flu outbreak                                                                                                                                                          | DPI                                                | DPI                                                |
| Identify potential vaccine safe storage areas                                                                                                                                                                                                | Council and DH                                     | DH                                                 |
| Conduct Planning the social impact: <ul style="list-style-type: none"> <li>• food management and supply</li> <li>• financial &amp; income support</li> <li>• debt management</li> <li>• counselling &amp; personal support advice</li> </ul> | DH<br>MRM & DH<br>MRM<br>MRM                       | DH<br>DH<br>DH                                     |
| Develop protocols for management of the deceased                                                                                                                                                                                             | Council/DH/State<br>Cemeteries Trust/Vic<br>Police | Council/DH/State<br>Cemeteries Trust/Vic<br>Police |

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## 7.2 Plan Activation

Council's Influenza Pandemic Plan should be 'activated' if requested from:

- the State
- the Control Agency
- the Police Municipal Emergency Response Coordinator or Police Divisional Emergency Response Coordinator
- the Council's Chief Executive Officer
- the Municipal Emergency Manager
- the Council's Pandemic Coordinator/Public Health Emergency Coordinator or;
- if council's Municipal Emergency Coordination Centre is activated in response to a Pandemic

Upon 'activation' of this Plan, at the earliest opportunity, a meeting of Council's pandemic Flu Planning Committee will be convened and the Council's Chief Executive Officer informed that the Council's Municipal Emergency Management Plan and/or Influenza Pandemic Plan have been 'activated'.

## 7.3 Mutual Aid Arrangements

In a pandemic flu outbreak only limited assistance can be expected from other councils as they will be experiencing similar problems. Any assistance given will be subject to any memorandums of understanding or agreements signed between the councils concerned or relevant authorities.

## 7.4 Communication and Warning Arrangements

### Communication from Government

The Security and Emergencies Committee of Cabinet (SECC) is a subcommittee of the Victorian Cabinet. It is the supreme decision-making body in the event of a major incident. The SECC will approve and coordinate all public communication and coordinate intergovernmental communication if required.

The Chief Health Officer or a senior Public Health Manager will be the spokesperson for the Department of Human Services and all Department communications will occur through DH's Media Unit which will work with the Department of Premier and Cabinet.

### DH Communications with the Community

The Department of Health, being the Control Agency, shall take the lead role in communicating with the Community about the pandemic event and what actions it as the Control Agency is putting into place. Appendix 7, Communication of the Victorian Health Management Plan for Pandemic Influenza states that the communication strategy for the Victorian Government can be found at: [www.health.vic.gov.au/pandemicinfluenza](http://www.health.vic.gov.au/pandemicinfluenza)

At a municipal level, Council is responsible for developing its own communication plan in line with the Whole of Victorian Government communications Strategy.

For a copy of the Victorian Governments communications strategy go to:  
[www.health.vic.gov.au/pandemicinfluenza/government/comm.htm](http://www.health.vic.gov.au/pandemicinfluenza/government/comm.htm)

The Australian Governments communication strategy can be found at:  
[www.health.gov.au/internet/wcms/publishing.nfs/Content/ohp-pandemic-commstrat.htm](http://www.health.gov.au/internet/wcms/publishing.nfs/Content/ohp-pandemic-commstrat.htm)

### 7.5 Community Communication and Warning Arrangements

Providing an accurate, timely, clear and consistent message to the public during any emergency is key to avoiding confusion, anxiety, mitigate rumours and misinformation which could cause panic within the community. Information about what community members can do to protect themselves, how to care for family members at home, when to seek medical care, and how to protect others to minimise the risk of disease transmission is vital and the following websites have been developed to assist that process.

Web Based Communications with the Community

The following table contains various web sites that have been established for an Influenza Pandemic event:

| Topic                                                                   | Remarks                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Phone Hot Lines/Web Address                                                                                                                                                                                                                                                                                                                                                                                   |
|-------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| DH Facts Sheets/Education Posters                                       | At a state level, DH have developed a number of fact sheets and education posters, these can be found at:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <a href="http://www.health.vic.gov.au/ideas/regulations/vic_influenza">www.health.vic.gov.au/ideas/regulations/vic_influenza</a> or <a href="http://www.health.vic.gov.au/pandemicinfluenza/prof_res.htm#general">www.health.vic.gov.au/pandemicinfluenza/prof_res.htm#general</a>                                                                                                                            |
| National information line                                               | The Australian Governments DoHA has established a number of ways to access information                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Free call line: 1800 004 599<br>For Overseas 1 to 3 and Australia 0 to 2, this hotline will operate Mon – Fri 8.00am to 6.00pm<br>For Overseas 4 and 5, and Australia 3 to 5, the hotline will operate on a 24-hour basis.<br>For Overseas 6 and Australia 6a to 6d additional phone lines will be activated so as to handle the increased demand<br><a href="http://www.health.gov.au">www.health.gov.au</a> |
| DoHA website                                                            | This website will provide the media with messages, media transcripts, photos and vital public health information.<br>For Overseas 1 to 3 and Australia 0 to 2, this website has a dedicated biosecurity website, accessed from the homepage that links to avian information for the public, health professionals and the media. This site will contain: <ul style="list-style-type: none"> <li>▪ General information about avian influenza and the global situation</li> <li>▪ Pandemic influenza preparedness</li> <li>▪ Frequently asked questions</li> <li>▪ Fact sheets</li> <li>▪ A special section for health professionals</li> <li>▪ Media releases, transcripts and sound bytes</li> <li>▪ Links to relevant national and international websites</li> </ul> For Overseas 4 and 5, and Australia 3 to 5, the information on the website will be enhanced, posting twice daily, news bulletins from the Chief Medical Officer, media interviews. For Overseas 6 and Australia 6a to 6d, the website will have a separate, dedicated influenza pandemic website (Media Units/Webs), special attention given to health professionals' sub-site and media centre site. | <a href="http://www.health.vic.gov.au/ideas/disease/avian">www.health.vic.gov.au/ideas/disease/avian</a>                                                                                                                                                                                                                                                                                                      |
| Avian Flu Information<br>Health and Medical Info for the general public |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <a href="http://www.betterhealth.vic.gov.au/bhcv2/bhcarticles.nsf/pages/Flu_facts_tips_and_treatment?OpenDocument">www.betterhealth.vic.gov.au/bhcv2/bhcarticles.nsf/pages/Flu_facts_tips_and_treatment?OpenDocument</a>                                                                                                                                                                                      |

7.6 Vaccine Administration

Establishing Priority Groups for Vaccination

The Victorian Health Management Plan for Pandemic Influenza states that the vaccine will be made available first to people at high risk of exposure to the virus – frontline health care workers, and people most vulnerable to server illness from infection, and then will be rolled out to the rest of the community.

Key council services and personnel should be identified. This is necessary for the ongoing response and recovery operations that will maintain business continuity for essential and critical services.

Locations such as disability residential centres, nursing homes and immobile patients who receive care at home through community health care service providers will be provided with vaccine via their existing health care providers.

A list of possible Council employee groups that may be targeted for immunisation includes:

|                                                           |                                                    |                                                                              |
|-----------------------------------------------------------|----------------------------------------------------|------------------------------------------------------------------------------|
| Maternal Child Care Nurses and Immunisation Support staff | Council's Executive Management Team                | Environmental Health Officers & Support Staff                                |
| Essential Communications staff (IT, Media)                | Members of Council's Business Continuity Committee | Members of Council's EM Group, support staff & Operations Duty Officer Group |
| Council's Medical Officer of Health                       | Employees involved in delivering critical services | Waste/Landfill and Sanitation Crews                                          |
| Meals on Wheels Volunteers                                | Carers                                             | Payroll Staff                                                                |
|                                                           |                                                    |                                                                              |

Anti-Viral

Antiviral drugs play two principal roles in the management of influenza;

- Prophylaxis – is aimed at reducing the likelihood of developing influenza and,
- Treatment – is aimed at reducing the severity and duration of influenza

Anti-Viral drugs will be managed and distributed at the Commonwealth level and Council will need to assess its requirement for anti-viral drugs as part of incident management and protection of contacts.

Common anti-virals are Oseltamivir (TAMIFLU) and Zanamivir (RELENZA). Anti-virals should be administered within 48 hours of onset and aim to reduce severity of illness to effected person and to protect any contact from the likelihood of infection. As with some anti-virals, their efficacy is uncertain. Therefore it is recommended that 2 are used simultaneously, 2 per day for 5 days.

The ongoing administering of seasonal flu vaccine is recommended as it is considered that this will add some degree of protection.



7.7 Mass Fatality Planning & Temporary Morgues

Mortuary / Crematoria – Victorian Capacity

The capacity of both public and private mortuaries in Victoria is to hold (approx) 2000 bodies under refrigerated conditions. Further capacity in holding rooms and refrigerated vehicles could increase this capacity by 500 (approx). Additional capacity, 250, is available at Victorian Institute of Forensic Medicine (VIFM) mortuary that is located in Melbourne.

Planning is required to be conducted with key agencies to identify additional emergency storage arrangements for this purpose.

Cemeteries / Crematoria

Victoria has 550 public cemeteries and 9 crematoria that contain 21 cremator units. The estimated capacity of these crematoria working a single shift, 5-days per week is 37,000 cremations per year. During a pandemic, cremation could be increased to 315 cremations per day.

Colac Otway Shire Estimated Mass fatalities

A pandemic influenza with an attack rate of 40% and a mortality rate of 2.4% will cause approximately 210 additional deaths in the Colac Otway Shire, most probably over a 6-8 week period.

The Shire is currently serviced by 2 funeral directors and 6 cemeteries.

Cemeteries are located at:

- Apollo Bay
- Beeac
- Birregurra
- Cressy
- Colac
- Warcourt

The capacity to store bodies is limited as follows:-

|                                                            |           |          |        |
|------------------------------------------------------------|-----------|----------|--------|
| Colac Area Health 4 -6 normally up to 25 in an emergency.  |           |          |        |
| Quinn Funeral Service 61 Corangamite Street Colac          | 5231 2052 | 6 Bodies |        |
| Robertson/Hall Funeral service 75 Corangamite Street Colac | 5231 4244 | 7 - 8    | bodies |

Otway Health & Community Services has no facility to store bodies long term (No refrigeration).

Total number of bodies that can be stored maximum - 38.

Temporary mortuary facilities will have to be established in the event that the capacity of existing facilities outweighs demand.

Mortuary and funeral home staff are to be informed that the deceased had pandemic influenza, and that additional precautions are required when preparing the body for burial.

### Social/Religious Considerations

It is recognised that a number of religious and ethnic groups have special requirements about how bodies are managed after death, and such needs will be met wherever possible. It is possible, however, that religious considerations will not be able to be fully met during an influenza pandemic due to overriding public health measures.

Advice will be sought from religious and community leaders in relation to funeral management, bereavement counselling and communication, particularly for ethnic groups who do not speak English.

### 7.8 Management of Human Bodies

Management of the deceased is the responsibility of the Coroner's Office and should follow standard protocols (see EMMV, p 7.51).

The Police become involved where the treating Doctor believes the death involves suspicious circumstances. In extreme circumstances, Council's MERO or Public Health Emergency Coordinator, i.e. Environmental Health Officer, may be asked by the Police MERC to assist in organising temporary mortuary facilities, e.g. cool stores, mobile refrigeration units – semi trailers, shipping containers etc.

### 7.9 Disposal of Dead Animals

Assuming that a Pandemic (i.e. Avian / Swine) appears within the municipality or local Region, the decision may be made that affected livestock are to be culled. In this instance it will be necessary to undertake mass burials. The Department of Primary Industries is identified within the EMMV as having a key response role to play in respect to the '*... provision of advice about the disposal and rehabilitation of stock affected by an emergency, and management of control activities following pest or disease outbreak*' and '*the eradication of control of exotic animal or plant diseases*', ( page 7-25 EMMV). Key recovery roles include ... '*advise councils on the disposal of dead or maimed stock.*'

The EPA advise '*...If dead stock is unsuitable for the pet food industry, then stock should be disposed of by burial within 24 hours of the death of the stock. It may be necessary to consider on site incineration as determined by the DPI. The DPI and /or EPA are responsible for site selection, not Council, although Council can provide some assistance in this regard due to local knowledge and access to property databases. If Council for whatever reason has to conduct the disposal, Page 8-4 of the Emergency Management Manual Victoria (EMMV) states that the Department of Primary Industry (DPI) provides advice, supervision and reimbursement to council where council has conducted the disposal.*'

Burial sites are to comply with DPI & EPA guidelines.

Burning of dead stock is only permitted in situations where it is impracticable to bury the bodies or where burning is mandatory where certain exotic diseases are present. If stock is to be burned, a site must be chosen that will not cause off-site odour problems. Fuel should be limited to wood only. During the disposal phase, all employees will be given the necessary PPE and instructions on cleaning plant/equipment used during the disposal operations.

#### 7.10 Financial Management – General

The financial arrangement for cost recovery from the State of Victoria is detailed in various Parts/Sections of the Emergency Management Manual Victoria (EMMV).

In order to facilitate the above, it is very important that Council can track the direct and indirect cost of this event so that a claim can be compiled and submitted to the Victorian Government's Department of Treasury and Finance. The expense associated with Council's response and recovery operations will be debited into specific cost centres established for a pandemic event. These cost centres will be circulated to the Emergency Management Group.

Activating resources 'external' to the Council, i.e. not under the management / control of the Council MUST be approved by the Police MERC prior to their engagement.

#### 7.11 Food Supply

Council will be advised about wholesale provision and availability of food supplies to the region by DH who are guided by the government's Inter-departmental committee. Major distributors will provide regular information to government about supplies.

#### 7.12 Education and Training

Council will be required to provide education and training to its staff in terms of implementing the appropriate infection control protocols in the workplace, which includes procedures to manage incidents of suspected Influenza. Council will disseminate literature, brochures, posters etc to increase awareness about the disease and to outline infection control protocols in a practical manner.

Organisational Managers will be responsible to ensure adherence to adopted procedures and protocols and will be supported by Infection Control professionals and will be issued with relevant checklists, order forms for PPE, disinfectants etc.

Specific issues to be covered in training include;

- The establishment of 'social distancing' (greater than 1 meter separation) between staff at the various worksites in the workplace or during business transactions
- Disinfection protocols to eliminate 'Fomites' (contaminated surfaces) through alcohol or chlorine disinfection
- Incident management processes where staff present with influenza symptoms or refuse to leave work, seek medical attention etc
- Disposal of contaminated materials
- Use of Personal Protective Equipment
- Storage, supply and stock control of PPE and Disinfectants
- Return to work processes

Communication and education will be provided to employees to best prepare them for what may be encountered such as;

- Information about signs, symptoms and transmission
- Personal and family protection and response
- Anticipation of fear, anxiety, rumours and misinformation
- Preparedness and response obligations
- Advice regarding management of home care and ill relatives
- Hotline and Website communications
- Community resources available for accessing

### 7.12 Personal Protective Equipment

As there will be no certainty that necessary pandemic equipment will be available (e.g. PPE and cleaning products) upon announcement that the pandemic alert level will rise, it is important to stockpile equipment if required for a period of at least 3 months capacity. Numerous items may be required including;

- Gloves – nitrile, vinyl, latex and rubber
- Masks – P2/N95 and surgical
- Safety glasses
- Alcohol (70%) gel, swabs and wipes
- Disposable cleaning cloths
- Tissues
- Biohazard bags
- Isopropyl, bleach and detergent/cleaner
- Thermometers
- Brushes

Arrangements need to be made at a local and regional level with respect to the supply, dispatch, sharing and rotation of PPE within the workplace and amongst neighbouring Councils. Commitment has been provided by DHS to assist with the coordination of PPE supply. In the event of a pandemic, such arrangements can extend beyond the DHS region.

## Part Eight Response

### 8.1 General

This part of the sub plan will address the key areas of:

- Public Health and Medical Arrangements
- Response Operations, Infrastructure & Facilities

### 8.2 Control Agency (State Level)

The officer with overall responsibility for any event is normally appointed by the Control Agency, but can also be appointed by an emergency response co-ordinator in circumstances where Sections 16 or 16A of the Emergency Management Act apply. The department will command departmental state-wide emergency management operations. The Victorian Government's Department of Human Chief Health Officer will assume the role of Incident Controller. DH's Emergency Coordination Centre will be activated to manage the Departments response and recovery operations.

### 8.3 Response Operations - Public Health, Medical and Immunisation Arrangements

#### Introduction

This section of the Plan primarily addresses response operations involving Health, Medical and Immunisation arrangements i.e.

- Arrangements with Community Health and Hospital pandemic planning groups
- Control measures
- MECC responsibilities
- PPE and other preparatory measures
- Vaccine administration, storage, distribution
- Immunisation Sub-plan
- Immunisation Centres / Mass Vaccination Centres (MVCs), and Designated Hospitals
- Specific management arrangements for caring for aged & young

#### Vaccine Strategy, Administration, Storage and Distribution

Appendix 8 of the Victorian Health Management Plan for Pandemic Influenza, July 2007, addresses the issue of Mass Vaccination. Some of the details from the state plan are reproduced below. By definition, a pandemic strain of influenza is a new strain of virus.

#### Vaccine Supply

DoHA has arrangements in place with two pharmaceutical companies, CSL Ltd & Sanofi Pasteur Pty Ltd. These companies supply the normal seasonal influenza vaccine and are able to ramp up and produce pandemic vaccine should the need arise. However, a vaccine to fight a pandemic originating from the H5N1 influenza is yet to be developed.

The Department of Human Services will source and supply the vaccine and equipment from the National Medical Stockpile (NMS) by the Chief Health Officer after obtaining approval from the DoHA's Chief Medical Officer. Timeframes for supply are:

- Deployment: within 6-hours of request
- Delivery: within 24-hours of request from State Health Dept

#### Vaccine Security, Storage & Distribution

The Victorian Health Management Plan for Pandemic Influenza states that arrangement for storage and distribution are currently being negotiated. In addition, it states '*Security at Mass Vaccination Centres (MVCs) may be required. Local Governments should have a system in place to engage security personnel should they be required. These arrangements are to be developed in conjunction with Victoria Police. If private security is required, the State Government, where appropriate, will reimburse the costs involved.*'

Vaccines will be regularly delivered in batches rather than bulk upfront quantities. Victorian Health Management Plan for Pandemic Influenza states that *vaccine delivery will commence at Phase 6a – Pandemic in Australia*. The vaccine will be provided free of charge, that existing DHS arrangements for ordering, delivering and storing will apply to a pandemic event and enquiries about vaccine orders should be referred to the DH on 1300 882 008.

#### 8.4 Public Health Control Measures

The Victorian Influenza Pandemic Plan, 2005, states that isolation and quarantine are common public health control measures that will be used to limit the spread of an influenza pandemic. These measures will be determined by the Control Agency. Council will activate public health measures and controls on two fronts;

- Workplace
- Community

Pandemics of influenza are spread from person to person by respiratory secretions in three ways;

- Through spread of droplets from one person to another (e.g. coughing and sneezing)
- By touching things that are contaminated (Fomites) by respiratory secretions and then touching your mouth, eyes or nose; and
- The spread of particles in the air in crowded populations in enclosed spaces

The influenza virus can survive longer on non-porous objects such as tables and door handles and may be transmittable for 24-48 hours. On porous objects this period may be for 12-14 hours. Drying surfaces is another effective way to kill the virus and for this reason the use of paper towels ahead of air dryers is preferred for hand drying.

#### Social Distancing

It is important to note that just being in the same room with someone with influenza does not mean that you are infected because contact or droplet spread must occur. If a minimum of 1 metre distance is maintained between all people, infection should be minimal. This process will be known as '**social distancing**' and will be important in workplace planning and people movements during a pandemic.

#### Fomite Control

Fomites are inanimate objects that serve as a transmitter of infection and during a pandemic this may be any surface contaminated by respiratory secretions or touched after disinfection processes. Whilst there will be a cough and sneeze etiquette introduced in the workplace as well as hand washing information, it can not be assumed that this will be followed totally and therefore the assumption needs to be made that any surface is potentially contaminated after being touched by another person. This includes things such as pens, door handles, desks, cups, paper, light switches, car steering wheels, keyboards etc.

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To manage this situation a system of infection control will be established at all worksites which will involve disinfection of the workstation and any Fomites impacting on an individual and a system of recording and checking that this is done. This is important in the event of an incident where decisions need to be made around exclusion, vaccination or administration of anti-virals.

To compliment workstation disinfection, there will be a robust disinfection process to manage the entry and exit from building and vehicles. These will effectively be checkpoints and such processes will need to be recorded and managed by that worksite manager.

In applying infection control measures, there are several misconceptions that need to be clarified;

- Influenza virus does not travel through an air conditioning system; there is a need for droplet transmission or Fomite transmission
- Permanently wearing a face mask is not always effective as a means of infection control in the workplace. If social distancing, Fomite control and hand washing/coughing/sneezing etiquette are implemented then this should be the main barrier against infection. The use of specific masks will be for the purposes of investigating a suspected case at work or when dealing with persons in confined spaces contrary to social distancing protocols.

#### Isolation and Quarantine

- **Isolation:** refers to the separation of cases with infectious diseases from those who are healthy, and the restriction of their movement to stop the spread of disease
- **Quarantine:** refers to the separation and restriction of movement of contacts who may develop disease and become infectious

Both isolation and quarantine can be voluntary or mandatory (i.e. compelled by legal authority). Cases or contacts (family members, close friends etc) could be isolated or quarantined in hospitals, their homes or designated facilities.

In addition to isolation and quarantine, other control measures implemented by the Government (Federal and/or State) could include:

- Border control (travel advisories & border protection – by the Federal Govt.)
- Promotion of social distancing, i.e. closure of schools, childcare, university and workplaces, discouraging mass gatherings (cinemas, casino, nightclubs etc)
- The use of personal protective equipment and their proper disposal when used by health care workers
- Proper disposal of contaminated objects such as paper tissues,
- Education of the community
- Proper hygiene – cough etiquette, washing hands etc
- Regular cleaning of contaminated surfaces

### 8.5 Protective Measures for Council Staff:

#### Aim

**Ensure that Council has arrangements in place to protect its staff and continue to operate at best efficiency in the event of an influenza pandemic.**

In a pandemic flu event the council will be the main coordinating and recovery body at the local level. It is essential that in planning for a pandemic flu event that council staff are protected as long as possible to ensure that the recovery process functions smoothly and as far as practicable without break to essential services and affected groups.

#### Points to be addressed include.

- Regular education and training in personal hygiene techniques including the advice that a one Social distancing to be kept at one metre between staff.
  - Introduction of Alcohol hand lotion at workstations and in cars.
  - Elimination of meetings where possible
  - Ensure that objects including files that may be moved around the offices are restricted in movement as far as practicable.
  - Offices should be minimised to ensure easy cleaning and remove fomites.
  - Staff who can work from home should be encouraged to do so.
  - Electronic business actions for the community and staff should be encouraged/ developed.
  - Council web site to be enhanced to act as an information source and capable of conducting council business.
  - Investigate the screening of visitors to the council to those with essential business and possible temperature ear screening
  - Investigate the training of some staff that may be able to mind children if it is necessary to bring children into the work place.
- Ensure that appropriate stocks of masks, eye protection, gloves, gowns (coveralls) and antivirals (if available) are available to protect priority staff and volunteers and that staff are trained in their use.
- Determine which council staff perform essential services then roster staff to back fill gaps in volunteer services.
  - Paymaster to approach council bank to ensure that the pay-role can be rolled over from one pay to the next if the paymaster is absent.
  - Seek legal advice on the currency of "Good Samaritan" legislation.
  - Ensure that the Rubbish collection agency and refuse transfer station has a bona fide continuity plans.



- Investigate alternative storage sites for refuse if the transfer station ceases to operate.
- Ensure that the meals on wheels provider has addressed continuity planning.
- Plan for counselling and support services for council staff that may have had a death in the family in the absence of a trained councillor a fellow staff member may have to be allotted to give support.
- Identify a list of the most critical staff for the administration of antivirals if available.
- Investigate the purchase a quantity of antivirals to be held for critical staff and volunteers.
- Instigate appointment times for childhood immunisation maintaining social distance and in conjunction with a home vaccination service.
- Investigate securing a supply of fuel for completion of essential services for vulnerable groups.
- Actively promote the vaccination of staff with existing flu vaccine to amelorate the effects of any new strain
- Encourage the vulnerable members of the community to obtain flu vaccination
- Other government organizations are to be approached to see if they will volunteer staff to assist in volunteer backup
- Do touch point analysis
- Create a policy for staff who become ill at work

## Part 9 Community Action Plans & Recovery

**Aim:** Identify and plan activities, which could prevent, respond to and recover from the effects of the impact of an influenza pandemic on the community.

### 9.1 Border Controls

Colac Otway Shire will rely on the State Government to provide advice on border control issues although it may be necessary for Council to provide resources to assist in this area.

### 9.2 Education Strategy

Education of the community will be used as a preventative measure to limit or slow the spread of an influenza pandemic.

Information will be tailored to suit the situation at the time and will be amended as more information becomes available.

The community will be provided with clear information on, but not limited to, the following preventative measures:

- Hand hygiene
- Cough and sneeze etiquette
- Disposal of contaminated material, such as tissues
- Cleaning procedures
- Other infection control measures
- Stockpiling tissues, hand soap, chlorine based disinfectant, etc.

Information in a variety of formats will be distributed at every available opportunity.

Information provided to the community will be sensitive to the needs of various community groups - ethnic / religious groups / vision impaired / handicapped.

### 9.3 Vaccination

Council will run a vaccination campaign in the pre-pandemic phase to encourage high coverage in the community with existing vaccines, in particular the importance of being vaccinated with the annual influenza vaccine, and pneumococcal vaccine in the at risk population.

Vaccination for influenza and pneumococcal will be promoted for identified high-risk groups.

**9.4 Health Control Measures**

Council will encourage agencies and businesses to:

- educate their staff on infection control issues prior to a possible pandemic;
- stockpile masks/gloves/gowns, particularly P2 masks (or other recommended masks) for their own personnel working in direct contact with infected/potentially infected persons;
- have infection control kits in place at key facilities and for key front line staff; and
- review their own emergency planning processes to ensure that plans are up-to-date, regularly tested and that staff are trained to respond to a prolonged health incident, such as pandemic influenza.

Council will encourage families and households to:

- prepare a plan with particular focus on working families reliant on services such as schools, childcare, and kindergartens to continue working as these services are unlikely to be maintained during a pandemic; and
- plan to care for elderly family members as daily essential and care services may not be available.

**9.5 Continuity Planning**

Ensure that the following essential services and suppliers have considered or have plans for Business Continuity Planning which cater for a 40% attack rate and increased demand on services using the publication *“Being Prepared for a Human Influenza Pandemic – A Business Continuity Guide for Australian Businesses”* (Commonwealth of Australia June 2006) as a guide:

|                                       |                                             |
|---------------------------------------|---------------------------------------------|
| Counselling                           | Emergency Services                          |
| Hospitals and Staff                   | Oxygen supplies                             |
| Meals on Wheels                       | Dialysis                                    |
| Home Care Services                    | Chemotherapy                                |
| Waste collection and transfer station | Doctors and Surgery Staff                   |
| Water                                 | Transport Providers & Transport Authorities |
| Sewerage                              | Food Producers and Retail Outlets           |
| Telephones                            | District/Community Nursing                  |
| Power and Gas services                | Nurse immunisers                            |
| Pharmacy services                     | Public Health Professionals                 |
| Aged/Disability services              | Undertakers                                 |

**9.6 Establishment of Infectious Diseases Assessment Clinics (“Fever Clinics”)**

Fever clinics will be established when it appears that the number of patients presenting with an influenza-like illness is likely to overwhelm general practice surgeries and/or emergency departments.

These clinics will undertake triage functions for patients with respiratory illness and would also undertake treatment of cases and contacts, if appropriate.

Current government direction is to establish Fever Clinics in conjunction with hospital facilities to conserve medical staff.

Fever clinics will initially be established in Colac Area Health & Otway Health & community Services. As the pandemic develops it may be necessary to establish fever clinics at other sites.

Council will make available its public halls and other suitable facilities if required.

### 9.7 Food Security and Supply

It is likely that early in an influenza pandemic controls will be put in place to secure a food supply from major food retail outlets to overcome the need for forced closure. Supermarkets are currently formulating plans to restrict foodstuffs transported to the bare essentials in the event of food shortages or transport difficulties. Copies of these plans are to be obtained when completed.

It is possible that with one or more parents ill or in cases of hardship that emergency meals may have to be provided to some families.

Colac Area Health, Otway Health & Community Services and Hesse Rural Health provide a range of fully cooked and frozen meals for the Meals on Wheels service in the Colac Otway Shire. The capacity to provide additional meals from these suppliers and other food outlets will need to be investigated and planned for various contingency levels.

In the event of an influenza pandemic, food handlers will be sought with appropriate skills and knowledge to back up current health service providers before the use of other commercial kitchens or venues is considered. Each health service provider will be responsible for engaging extra healthy trained kitchen staff.

### 9.8 Community Support – Isolation and Quarantine

In the event of an influenza pandemic people, groups, and communities are likely to be quarantined/isolated in their homes, either voluntarily or by a mandatory process.

Maintaining these people in their own homes will be a major task.

These people will need to be supplied with, but not limited to, the following:

- Food
- Medication
- Personal Support
- Clean, primarily refuse removal
- Information

To monitor which premises are quarantined and what personal needs are to be met a data base, similar to that used for Meals on Wheels, will be developed and managed by Council's Aged & Disability Services.

Food/other supplies will be left at the front door of quarantined premises. No contact or breaches of social distancing requirements is to occur.

Personal support services will be provided via telephone, where appropriate.

### 9.9 Measures to Increase Social Distance

Council will rely on advice from the State Government as to whether or not it is necessary to close schools and other places where people gather.

All of Council's Community Services will be affected and may cease to operate in the event of an influenza pandemic. These services include Senior Citizen meetings/functions, Maternal and Child Health Services, Centre Based Meals, Family Day Care, Non-Essential Aged & Disability Services, The Meeting Place, Social Events. The Chief Executive Officer and Manager Health & Community Services in consultation with the Municipal Emergency Resource Officer and Environmental Health Officers, will determine when services will cease to operate.

Families will be encouraged to provide care for their own family unit to ease the need on community care services.

Mass gatherings, including but not limited to sporting, cultural and recreational events, festivals and church services will be discouraged or prohibited.

People will be encouraged to keep a 1 meter distance between themselves and others.

Associated risks with air conditioning systems in businesses and places of congregation should be investigated by their owners as part of contingency planning. Where there is a risk uncertainty the system should be shut down and substituted, if required.

### 9.10 Communication

Effective communication will be essential in managing an influenza pandemic that affects a large numbers of people.

It is expected that the community will be concerned, confused and possibly in a state of panic. There will be a high demand for information.

Communication strategies are in place at both a national and state level. In Victoria, DHS will take a lead role in disseminating information.

At a local level during an influenza pandemic, two main messages will need to be conveyed:

1. What the responsible agencies are doing and when they are going to do it.
2. What the public can do.

Consistent, comprehensive and relevant information needs to be distributed in a timely manner.

Services and advice line staff will be provided with up-to-date, accurate information to provide to the community.

National and State advice lines, web sites, and fact sheets will be used wherever possible.

Other advice lines – Lifeline, Kids Help Line, etc. will be advertised where appropriate.

A local advice line will be provided to ensure the community has access to information.

Telephonists will be trained to manage fear/confusion, as compassion and understanding will be required.

News releases, media liaison and media management will be provided through the Municipal Emergency Coordination Centre on a daily basis.

Council will use all methods at its disposal, including its web-site, to communicate information to the public.

## Recovery

### 9.11 Introduction – Recovery

In circumstances where the impact of an emergency is experienced over a wide geographical area, the Victorian Government Department of Human Regional Recovery Coordinator will be responsible for the coordination of regional recovery activities in support of the affected councils.

Where the impact of the emergency is state wide or involves two or more recovery regions, the State Recovery Coordinator will be responsible for the coordination of recovery activities. In such events, the management of recovery must still remain at the most local level; however, higher-level coordination of support is essential to ensure all affected people have equitable and appropriate access to the recovery resources available.

Recovery services are focused towards having the affected community achieve, in the shortest timeframe possible, a return to a normal level of functioning.

### 9.13 Key Aspects of Recovery

The *Emergency Management Act 1986* states that recovery is *'the assisting of persons and communities affected by emergencies to achieve a proper and affective level of functioning.'*

Recovery activities will continue in the Colac Otway Shire until the community is returned to pre-pandemic activities.

The State Recovery Plan will commence upon notification of a pandemic. Individual and community needs may include, but not be limited to:

#### **Social Maintenance**

- Material assistance
- Personal support
- Health and medical services
- Community development

#### **Financial**

- Financial assistance

#### **Built Environment**

- Electricity
- Gas
- Water
- Telecommunications
- Transport
- Roads
- Essential services such as schools, hospitals, emergency services, community care and shops.

Restoration of critical infrastructure must be undertaken with an awareness of the needs of vulnerable individuals and communities.

**Environment impacted by a pandemic include, but are not limited to:**

- o Tourism industry
- o Small business
- o Primary producers

**Note:** Appendix 5, Community Support and recovery issues of the Victorian Health Management Plan for Pandemic Influenza contains specific roles and responsibilities of Local Government and the Health Department.

**9.14 Recovery Management**

Council's Recovery Manager and recovery team will work with and alongside HD in supporting the community. To this end, the Recovery Manager will use Council's Recovery Plan, as contained within the Municipal Emergency Management Plan (MEMPlan), the arrangements contained within that Plan and the supporting 'sub-plan' titled "Recovery Team – Roles and Responsibilities for Emergency Management Recovery" – November 2005.



## Part 10

### Mass Vaccination/Antiviral Drugs Use

**Aim: Design an immunization program that would be effective in a pandemic flu epidemic, assuming that vaccines are made available.**

It is likely that vaccines (when or if they become available) will be limited and the selection of priority recipients will be needed. In the event that supplies of Antivirals – Tamiflu and Releza are forthcoming and the government does not set strict criteria for their distribution, priority at a local level will be given in the following order:

**First line health responders working in high risk situations, ie. within 1 metre of an infected or potentially infected person.**

Goal: to ensure that first responders are adequately protected.

**Essential services personnel, including health care workers**

Goal: maintain essential services.

**Groups at high risk of severe morbidity and mortality**

Goal: prevent and reduce deaths and hospital admissions.

**Groups in which the virus spreads rapidly, including children and young adults**

Goal: prevent or reduce spread.

**Persons without risk factors for complications, eg. healthy adults and children**

Goal: prevent or reduce morbidity.

#### **Other Actions**

HD will provide vaccine in batches according to the storage facilities available and monitor vaccine administration to ensure that priority group order is being observed. Delivery of vaccine to Council will be via the usual means using set protocols and procedures to ensure that the cold chain is maintained.

Council will ensure that HD criteria is met at a local level. Presentation of a Medicare Card is likely to be required as proof of identity and eligibility when priority groups are immunised.

To avoid large gatherings, mass vaccinations will be undertaken by nurse immunisers via a drive-through method, if considered appropriate. People will be requested to remain in their cars. They will be provided with information and written consent will be obtained before vaccinations are administered.

Vaccinated persons will then be asked to wait for 15 minutes in a car park before being checked and given clearance to leave by a nurse immuniser.

Should drive-through mass vaccination not be feasible vaccinations will take place in venues which minimise contact and maintain distance between people and health professionals.

A numbering system so that people do not need to congregate will be instigated.

If storage space in secure Council vaccine fridges is not adequate, other refrigeration options will be sought. A portable cool-room will be secured if existing mobile vaccine storage capacity is not adequate for transport.

Mass vaccination programs will take place from various locations across the Shire so as to reduce the risk of transmission between individuals and communities.

Clinical/infectious waste and sharps will be managed in localised storage areas using secure containers (such as lockable wheelie bins at Council depots if sharps collection services are not available until the pandemic ends).

Site will be quarantined and instructions/training provided on how this waste is to be stored.

Council needs to ensure that adequate numbers of Nurse Immunisers are accredited and continually re-accredited to service high, prompt, demand vaccination to the community.

It may be necessary to request assistance from the Victorian State Emergency Service and Council Local Laws Officers for road closure/supervision and VicPol to assist in preventing unauthorised access to vaccine supplies and to maintain civil order at immunisation sessions.

Where possible, vaccination programs will be conducted simultaneously with neighbouring councils to avoid possible disruption of sessions by people from outside of the municipal district.

Systematic recording of those who have been immunised will be essential. Proformas are attached in Appendix C.

## Part 11 Agency Roles and Emergency Contact Details

Comprehensive contact details for emergency management agencies and individuals in the Colac Otway Shire are contained in the Colac Otway Municipal Emergency Management Plan and Municipal Recovery Manual.

The Emergency Management Manual Victoria is available at:

[http://www.oesc.vic.gov.au/wps/wcm/connect/OESC/Home/Policy+and+Standards/OESC+-+Emergency+Management+Manual+Victoria+\(PDF\)](http://www.oesc.vic.gov.au/wps/wcm/connect/OESC/Home/Policy+and+Standards/OESC+-+Emergency+Management+Manual+Victoria+(PDF))

| SUPPORT SERVICE                             | PRIMARY AGENCY     | SECONDARY AGENCIES                                                            |
|---------------------------------------------|--------------------|-------------------------------------------------------------------------------|
| Animal welfare                              | DPI                | RSPCA, DSE                                                                    |
| Catering                                    | Red Cross          | Salvation Army                                                                |
| Commonwealth resources                      | Victoria Police    | ADF                                                                           |
| Communications                              | Victoria Police    | ESTA, Telstra, WICEN                                                          |
| Deceased persons: identification            | Victoria Police    |                                                                               |
| Detection of Emergency Locator Transmitters | AMSA               | Airservices Australia                                                         |
| Emergency call taking and dispatch          | ESTA               | Telstra                                                                       |
| Emergency medical care and/or transport     | ASV                | MFESB, ARFF, ESTA - Others as per SHERP (DHS)                                 |
| Emergency relief centres or shelters        | Municipal councils | VICSES                                                                        |
| Environmental impact assessment             | EPA                | DSE, Parks Victoria                                                           |
| Evacuation                                  | Victoria Police    | VICSES, Municipal councils                                                    |
| First aid                                   | ASV                | St John Ambulance, LSV, Red Cross - Others as per First Aid Sub Plan to SHERP |
| Material needs                              | Salvation Army     | Vic Relief + Foodbank                                                         |
| Media relations                             | Control agency     | Victoria Police                                                               |
| Public warnings                             | Victoria Police    | BOM, Municipal councils                                                       |
| Registration and inquiries                  | Victoria Police    | Red Cross                                                                     |
| Rural loss and damage assessment            | DPI                |                                                                               |
| Transport, engineering and services support | VicRoads           | Others as per TESS Plan                                                       |
| Weather information and forecasting         | BOM                |                                                                               |

## Appendix A – Infection Control Measures in Community Settings

### 1. Respiratory hygiene/cough etiquette

Respiratory hygiene/cough etiquette programs are to be implemented at the first point of contact with a potentially infected person to prevent transmission.

To prevent transmission, the following measures should be in place:

- Post visual alerts instructing infected or potentially infected persons to inform personnel if they have symptoms of respiratory infection.
- Provide tissues to cover mouth and nose when coughing and sneezing.
- Provide dispensers of alcohol-based hand rubs
- Ensure that supplies for hand washing are available where hand basins are located.
- Offer masks to persons who are coughing
- Encourage coughing persons to sit at least one metre away from others.

### 2. Additional precautions

When caring or in contact with a person with suspected or confirmed influenza:

- Wear gloves if hand contact with respiratory secretions or potentially contaminated surfaces is likely.
- Wear a gown (coveralls) if soiling of clothes with respiratory secretions is likely.
- Change gloves and gowns after each encounter.
- Wash hands before and after touching the patient, after touching the patient's environment, or after touching the patient's respiratory secretions, whether or not gloves are worn.
- When hands are visibly soiled or contaminated with respiratory secretions, wash hands with liquid soap and water and dry well.
- Depending on activity and hands not being visibly soiled, routine use of alcohol-hand cleaning preparations may be considered as an alternative to hand washing.
- Antimicrobial soaps may be used if desired but are not necessary.

Exclude persons with symptoms of respiratory infection from work for the duration of illness.

Discourage persons with symptoms from visiting others, that is, encourage voluntary quarantine if compulsory quarantine is not applicable.

Isolate persons suspected of having influenza. If room is not available, cohort suspected influenza persons together and confirmed influenza persons together.

Wear well fitting single use face mask with fluid resistance (an N95/P2 mask, or other recommended mask) when working within 1 metre of a person with suspected or confirmed influenza.

If movement or transport is necessary, have patient wear a single use face mask, if possible. Notify area receiving patient.

#### 4. Personal Protective Equipment

Personal Protective Equipment (PPE) includes:

- P2 (N95) masks (or other recommended masks)
- Disposable gloves
- Protective eyewear (ie. goggles/visor/shield)
- Long-sleeved cuffed gown
- Cap (in high-risk situations where there may be increased aerosols)
- Plastic apron or disposal coveralls (if splashing of blood, body fluids, excretions or secretions is anticipated).

PPE should be worn by:

All people who provide direct care to persons with suspected or confirmed influenza.

All supporting staff, including cleaning staff.

All persons handling specimens from persons being investigated for influenza.

All workers handling equipment that requires decontamination.

Family members or visitors (a surgical mask may suffice if a separation of at least 1 metre is maintained between the infected (or potentially infected) person.

#### 5. Cleaning and Disinfection

The H5N1 influenza virus can survive for up to 21 days in the environment and is inactivated by products containing alcohol and chlorine.

Cleaning of environmental surfaces with a neutral detergent followed by a disinfectant solution is recommended.

Linen, such as blankets, towels, etc that have been in contact with a symptomatic person, should be placed in leak resistant, closed laundry bags/bins for washing. Wash in hot water (70-80°C) and detergent. Dry as required by the type of material.

## Appendix B: Community Profile

The Colac-Otway Shire is a rural, residential and resort area. The Shire encompasses a total land area of 3,250 square kilometres of which a large proportion is State Forest and National Park, including beaches, coastline, rainforests, waterfalls, lakes and craters. Much of the rural area is used for timber getting and agriculture, with farming, cropping and dairying being the main agricultural pursuits. Agricultural activity is concentrated in the northern part of the Shire, although timber and fishing are prevalent in the south. Tourism is an important industry, especially in the southern section along the Great Ocean Road. The Shire has two main townships with many small villages and localities. The largest town is Colac, which serves as an administrative, retail and commercial centre. The other major township is Apollo Bay, which serves as the major tourism centre.

| Key statistics<br>(summary statistics)                    | Colac Otway Shire |       |                 |        |       |                 |                           |
|-----------------------------------------------------------|-------------------|-------|-----------------|--------|-------|-----------------|---------------------------|
|                                                           | 2006              |       |                 | 2001   |       |                 | Change<br>2001 to<br>2006 |
| Enumerated data                                           | number            | %     | G21<br>Region % | number | %     | G21<br>Region % |                           |
| <b>Enumerated population, including overseas visitors</b> |                   |       |                 |        |       |                 |                           |
| Total population (a)                                      | 19,982            | 100.0 | 100.0           | 20,089 | 100.0 | 100.0           | -107                      |
| Males (a)                                                 | 9,909             | 49.6  | 48.8            | 10,005 | 49.8  | 49.0            | -96                       |
| Females (a)                                               | 10,073            | 50.4  | 51.2            | 10,084 | 50.2  | 51.0            | -11                       |
| Overseas visitors                                         | 116               | 0.6   | 0.4             | 92     | 0.5   | 0.5             | 24                        |
| <b>Enumerated population, excluding overseas visitors</b> |                   |       |                 |        |       |                 |                           |
| Total population (b)                                      | 19,867            | 100.0 | 100.0           | 19,997 | 100.0 | 100.0           | -130                      |
| Males (b)                                                 | 9,856             | 49.6  | 48.9            | 9,966  | 49.8  | 49.0            | -110                      |
| Females (b)                                               | 10,011            | 50.4  | 51.1            | 10,031 | 50.2  | 51.0            | -20                       |
| <b>Population characteristics</b>                         |                   |       |                 |        |       |                 |                           |
| Indigenous population                                     | 147               | 0.7   | 0.7             | 95     | 0.5   | 0.6             | 52                        |
| Australian born                                           | 17,382            | 87.5  | 80.5            | 17,785 | 88.9  | 80.6            | -403                      |
| Overseas born                                             | 1,362             | 6.9   | 14.3            | 1,362  | 6.8   | 14.6            | 0                         |
| Australian citizens                                       | 18,310            | 92.2  | 90.5            | 18,893 | 94.5  | 91.6            | -583                      |
| Australian citizens aged 18+                              | 13,585            | 68.4  | 67.8            | 13,775 | 68.9  | 67.8            | -190                      |
| Institutional population                                  | 680               | 3.4   | 2.8             | 603    | 3.0   | 2.5             | 77                        |
| <b>Age structure</b>                                      |                   |       |                 |        |       |                 |                           |
| Infants 0 to 4 years                                      | 1,219             | 6.1   | 6.2             | 1,296  | 6.5   | 6.5             | -77                       |
| Children 5 to 17 years                                    | 3,806             | 19.2  | 18.3            | 4,104  | 20.5  | 19.1            | -298                      |
| Adults 18 to 64 years                                     | 11,632            | 58.6  | 60.3            | 11,477 | 57.4  | 59.9            | 155                       |
| Mature adults 65 to 84 years                              | 2,790             | 14.0  | 13.2            | 2,756  | 13.8  | 12.8            | 34                        |

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|                                         |        |       |       |        |       |       |       |
|-----------------------------------------|--------|-------|-------|--------|-------|-------|-------|
| Senior citizens 85 years and over       | 420    | 2.1   | 2.0   | 364    | 1.8   | 1.7   | 56    |
| <b>Households and dwellings</b>         |        |       |       |        |       |       |       |
| Owned                                   | 3,422  | 31.9  | 31.4  | 3,961  | 39.4  | 37.8  | -539  |
| Purchasing                              | 2,385  | 22.2  | 27.5  | 1,858  | 18.5  | 23.5  | 527   |
| Renting                                 | 1,699  | 15.8  | 18.1  | 1,361  | 13.5  | 16.9  | 338   |
| Households (occupied private dwellings) | 7,977  | --    | --    | 7,767  | --    | --    | 210   |
| Persons counted in households           | 19,304 | --    | --    | 19,486 | --    | --    | -182  |
| Average household size (persons)        | 2.42   | --    | --    | 2.51   | --    | --    | -0.09 |
| Total Dwellings                         | 10,744 | 100.0 | 100.0 | 10,054 | 100.0 | 100.0 | 690   |

Source: Australian Bureau of Statistics, Census of Population and Housing, 2006, 2001, 1996, and 1991

| Industry,<br>(employed persons)                 | 2006 | ANZSIC | Colac Otway Shire |       |              |
|-------------------------------------------------|------|--------|-------------------|-------|--------------|
|                                                 |      |        | 2006              |       |              |
| Enumerated data                                 |      |        | number            | %     | G21 Region % |
| Agriculture, Forestry & Fishing                 |      |        | 1,285             | 13.8  | 3.2          |
| Mining                                          |      |        | 22                | 0.2   | 0.2          |
| Manufacturing                                   |      |        | 1,020             | 11.0  | 13.6         |
| Electricity, Gas, Water and Waste Services      |      |        | 84                | 0.9   | 1.0          |
| Construction                                    |      |        | 690               | 7.4   | 9.0          |
| Retail Trade                                    |      |        | 1,020             | 11.0  | 13.1         |
| Wholesale Trade                                 |      |        | 394               | 4.2   | 3.8          |
| Accommodation and Food Services                 |      |        | 725               | 7.8   | 6.6          |
| Transport, Postal and Warehousing               |      |        | 393               | 4.2   | 4.3          |
| Information Media and Telecommunications        |      |        | 100               | 1.1   | 1.5          |
| Financial and Insurance Services                |      |        | 116               | 1.2   | 2.2          |
| Rental, Hiring and Real Estate Services         |      |        | 84                | 0.9   | 1.3          |
| Professional, Scientific and Technical Services |      |        | 237               | 2.5   | 4.6          |
| Administrative and Support Services             |      |        | 404               | 4.3   | 3.1          |
| Public Administration and Safety                |      |        | 513               | 5.5   | 5.5          |
| Education and Training                          |      |        | 554               | 6.0   | 8.5          |
| Health Care and Social Assistance               |      |        | 1,014             | 10.9  | 11.6         |
| Arts and Recreation Services                    |      |        | 98                | 1.1   | 1.4          |
| Other Services                                  |      |        | 314               | 3.4   | 3.6          |
| Inadequately described or Not stated            |      |        | 242               | 2.6   | 2.0          |
| Total                                           |      |        | 9,309             | 100.0 | 100.0        |

Source: Australian Bureau of Statistics, Census of Population and Housing, 2006, 2001, 1996, and 1991

An analysis of the jobs held by the resident population in Colac Otway Shire in 2006 shows the three most popular industry sectors were:

- Agriculture, Forestry & Fishing (1,285 persons or 13.8%)
- Manufacturing (1,020 persons or 11.0%)
- Retail Trade (1,020 persons or 11.0%)

In combination these three industries employed 3,325 people in total or 35.7% of the employed resident population.



| Weekly household income groups (households) | Colac Otway Shire |       |              |
|---------------------------------------------|-------------------|-------|--------------|
|                                             | 2006              |       |              |
| Enumerated data                             | number            | %     | G21 Region % |
| Negative / Nil income                       | 80                | 1.0   | 0.9          |
| \$1 to \$149                                | 134               | 1.7   | 1.5          |
| \$150 to \$249                              | 489               | 6.2   | 5.6          |
| \$250 to \$349                              | 766               | 9.8   | 8.4          |
| \$350 to \$499                              | 449               | 5.7   | 5.9          |
| \$500 to \$649                              | 1,027             | 13.1  | 11.7         |
| \$650 to \$799                              | 593               | 7.6   | 6.8          |
| \$800 to \$999                              | 605               | 7.7   | 7.3          |
| \$1000 to \$1199                            | 928               | 11.8  | 11.2         |
| \$1200 to \$1399                            | 490               | 6.3   | 5.6          |
| \$1400 to \$1699                            | 459               | 5.9   | 7.4          |
| \$1700 to \$1999                            | 337               | 4.3   | 5.6          |
| \$2000 to \$2499                            | 282               | 3.6   | 4.9          |
| \$2500 to \$2999                            | 150               | 1.9   | 3.5          |
| \$3000 or more                              | 147               | 1.9   | 2.6          |
| Partial income stated                       | 583               | 7.4   | 7.7          |
| All incomes not stated                      | 317               | 4.0   | 3.3          |
| Total                                       | 7,836             | 100.0 | 100.0        |

Source: Australian Bureau of Statistics, Census of Population and Housing, 2006, 2001, 1996, and 1991

Overall, 11.7% of the households earned a high income, and 24.4% were low income households.

| Employment status<br>(persons aged 15 years and over) | Colac Otway Shire |       |                 |        |       |                 |                           |
|-------------------------------------------------------|-------------------|-------|-----------------|--------|-------|-----------------|---------------------------|
|                                                       | 2006              |       |                 | 2001   |       |                 | Change<br>2001 to<br>2006 |
| Enumerated data                                       | number            | %     | G21<br>Region % | number | %     | G21<br>Region % |                           |
| Employed full time                                    | 5,644             | 57.9  | 56.8            | 5,625  | 60.9  | 57.1            | 19                        |
| Employed part time                                    | 3,388             | 34.7  | 34.9            | 2,781  | 30.1  | 32.1            | 607                       |
| Employed not stated                                   | 274               | 2.8   | 2.5             | 327    | 3.5   | 2.7             | -53                       |
| Total employed                                        | 9,306             | 95.4  | 94.1            | 8,733  | 94.5  | 91.9            | 573                       |
| Total unemployed                                      | 448               | 4.6   | 5.9             | 510    | 5.5   | 8.1             | -62                       |
| Total labour force                                    | 9,754             | 100.0 | 100.0           | 9,243  | 100.0 | 100.0           | 511                       |
| <b> </b>                                              |                   |       |                 |        |       |                 |                           |
| Total in labour force                                 | 9,754             | 61.9  | 59.2            | 9,243  | 59.4  | 58.2            | 511                       |
| Total not in labour force                             | 5,289             | 33.6  | 35.9            | 5,821  | 37.4  | 38.2            | -532                      |
| Not stated                                            | 721               | 4.6   | 4.9             | 499    | 3.2   | 3.5             | 222                       |
| Total                                                 | 15,764            | 100.0 | 100.0           | 15,563 | 100.0 | 100.0           | 201                       |

Source: Australian Bureau of Statistics, Census of Population and Housing, 2006, 2001, 1996, and 1991.

The size of Colac Otway Shire's labour force in 2006 was 9,754 persons, of which 3,388 were employed part-time (34.7%) and 5,644 were full time workers (57.9%).

Overall, 95.4% of the labour force was employed (59.0% of the population aged 15+), and 4.6% unemployed (2.8% of the population aged 15+)

| Occupation,<br>(employed persons)      | 2006 | ANZSCO | Colac Otway Shire |       |              |
|----------------------------------------|------|--------|-------------------|-------|--------------|
|                                        |      |        | 2006              |       |              |
| Enumerated data                        |      |        | number            | %     | G21 Region % |
| Managers                               |      |        | 1,807             | 19.4  | 12.1         |
| Professionals                          |      |        | 1,173             | 12.6  | 17.7         |
| Technicians and Trades Workers         |      |        | 1,276             | 13.7  | 16.5         |
| Community and Personal Service Workers |      |        | 865               | 9.3   | 9.6          |
| Clerical and Administrative Workers    |      |        | 842               | 9.0   | 12.7         |
| Sales Workers                          |      |        | 828               | 8.9   | 10.6         |
| Machinery Operators And Drivers        |      |        | 653               | 7.0   | 7.2          |
| Labourers                              |      |        | 1,696             | 18.2  | 11.8         |
| Inadequately described or Not stated   |      |        | 169               | 1.8   | 1.7          |
| Total                                  |      |        | 9,309             | 100.0 | 100.0        |

Source: Australian Bureau of Statistics, Census of Population and Housing, 2006, 2001, 1996, and 1991.

An analysis of the occupations held by the resident population in Colac Otway Shire in 2006 shows the three most popular occupations were:

- Managers (1,807 persons or 19.4%)
- Labourers (1,696 persons or 18.2%)
- Technicians and Trades Workers (1,276 persons or 13.7%)

In combination these three occupations accounted for 4,779 people in total or 51.3% of the employed resident population.

Top four religions – 16% Anglican, 27% Catholic, 15%Uniting Presbyterian 7%

In relation to an influenza pandemic, the following groups have been identified as particularly vulnerable:

- o Elderly
- o Children
- o Disabled / Infirm
- o Immuno-compromised
- o Single adult families
- o Ethnic groups
- o Isolated communities – lack of access
- o Retirement Villages / Nursing Homes
- o People living alone – particularly elderly
- o Low socio-economic and high socio-economic groups

*Events:* The Shire has a range of natural and cultural attractions and is a popular location for tourists including a large proportion of international tourists. The holiday season represents a peak tourism time especially along the Great Ocean Road. Major events include the Apollo bay Music Festival, Australia Day Celebrations, Kana Festival, Great Victorian Bike Ride, Ulysses Bike ride, Birregurra Festival, Colac Show, Colac Truck and Bike Show plus numerous festivals and community events held in smaller townships.

*Communication:* Communication facilities throughout the Shire is limited by poor mobile phone reception.

The Colac Otway Shire is serviced by the Princes Highway and a network regional roads branching off it. The Princes Highway provides a direct link to Geelong/Melbourne and to Warrnambool to the west. The coast is serviced by The Great Ocean Road and the north of the Shire is bounded by the Hamilton Highway with links to Hamilton, Geelong and Ballarat.

Several freight and trucking companies located in the Shire or nearby provide transport on a daily basis.

Small airports are located to the north east of Colac at Irrewarre and at Apollo Bay in Marengo.

The Shire is also serviced by the rail line between Geelong and Warrnambool.

Passenger buses also travel between Colac and Geelong on a Sunday (No Train service)

Reticulated Water is supplied to

- Colac, Apollo Bay, Skenes Creek, Marengo, Forrest, Barwon Downs, Cressy, Beeac, by Barwon Water
- Carlisle River, Gellibrand River by Wannan Water.

Most rural properties outside of townships rely on private tank water supplies.

Electricity where available is supplied by Powercor.

Sewered townships: Colac, Apollo Bay and Skenes Creek.

Gas: At present, natural gas is only supplied to central Colac.

*Media:* The Shire is covered by 2 local newspapers – The Colac Herald and The Echo and a community newsletter in Apollo Bay. Radio coverage is Otway FM Community Radio Group, 3CS 1134, MIXX FM 106.3 and the ABC 774 for emergency advice.

Melbourne and Geelong newspapers are available together with regional TV and Melbourne based radio services.

*Municipal Resources:* Council has a wide range of resources at its disposal. As at 28 March 2008, Council employed a total of 273, staff, including casual employees. (195 full time equivalent) Council departments are Governance, Development Services, Corporate Services, Service Planning, Works, Home and Community Care, Library, Family Day Care, Environmental Health, Maternal and Child Health, Community Services and Economic Development.

*Government Resources:* Numerous government/non-government departments are represented in the Shire, including: VicRoads, Department of Sustainability and Environment, Barwon Water, Powercor, Victoria Police, Ambulance Service, Centrelink (Agency only), ACE Training, Victoria State Emergency Service, Country Fire Authority, DHS Local office

*Health Services:*

Health services include two district hospitals at Apollo Bay and Colac offering a range of services, medical centres, dental clinics, physiotherapists/chiropractors and a regional community health service. Council also offers a range of community health programs including home care, meals on wheels, immunisations and maternal and child health.

A more extensive list of existing and emerging vulnerable groups can be found on page 9 & 10 of the DH publication 'Victorian Human Influenza Pandemic Plan – Community Support and Recovery Sub-Plan' march 2008.

## **Appendix C Vaccine / Antiviral Administration & Proformas**

### **1. Consent form and checklist**

Once a person has read the information sheet, they will be asked if they consent to the treatment being offered.

If they agree, they will be asked to sign the consent form.

Council will collect the forms and will forward them to DHS for retention.

### **2. Record of Treatment**

Record of treatment sheets are to be completed at each vaccination site.

A new sheet is to be commenced each day and if there is a new vaccine batch number.

Council will collect the sheets and will forward them to DHS for retention.

### **3. Report of Adverse Reactions**

If a suspected adverse reaction to drugs or vaccines (influenza vaccine or antivirals) occurs then a Report of Suspected Adverse Reaction to Drugs and Vaccines is to be completed.

Council will collect these forms and will forward them to DHS for retention.

**Immunisation consent form (Proforma Only)**

|                                                                                                                                        |                                                                    |
|----------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|
| Surname:                                                                                                                               | First Name:                                                        |
| Address:                                                                                                                               |                                                                    |
| Postcode:                                                                                                                              |                                                                    |
| Date of birth:                                                                                                                         | Sex: <input type="checkbox"/> Female <input type="checkbox"/> Male |
| Telephone: (BH)                                                                                                                        | (AH)                                                               |
| Vaccine:                                                                                                                               | Date received: / /                                                 |
| Given by:                                                                                                                              | Batch No:                                                          |
| <u>Consent</u>                                                                                                                         |                                                                    |
| I acknowledge that I have received and understood the information on the risks and benefits of this vaccine and consent to be treated. |                                                                    |
| Signature:                                                                                                                             | Date:                                                              |
| Print Name:                                                                                                                            |                                                                    |

**Pre-Immunisation Checklist****What to tell your doctor or nurse before immunisation**

The conditions listed below do not necessarily mean that immunisation cannot be given. Before the immunisation, tell the doctor or nurse if any of the following apply to the person to be immunised:

- Are unwell on the day of immunisation (temperature over 38.5°C)
- Have had a severe reaction to any vaccine
- Have a severe allergy to any vaccine component (for example, eggs)
- Are pregnant (the person to be vaccinated)
- Are of Aboriginal or Torres Strait Island descent

Before any immunisation takes place, the doctor or nurse must ask you if:

- You have read this information
- You understand this information
- You need more information to decide whether or not to proceed.

The information you provide on this consent form is for the sole purpose of monitoring immunisation programs by the State and Australian Governments. The data will be kept confidential and identifying information will not be disclosed for any other purpose. You can access your information by contacting your immunisation provider.

**Antiviral consent form**

|                                                                                                                                           |                                                                    |
|-------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|
| Surname:                                                                                                                                  | First Name:                                                        |
| Address:                                                                                                                                  |                                                                    |
|                                                                                                                                           | Postcode:                                                          |
| Date of birth:                                                                                                                            | Sex: <input type="checkbox"/> Female <input type="checkbox"/> Male |
| Telephone: (BH)                                                                                                                           | (AH)                                                               |
| Vaccine:                                                                                                                                  | Date received: / /                                                 |
| Given by:                                                                                                                                 | Batch No:                                                          |
| <u>Consent</u>                                                                                                                            |                                                                    |
| I acknowledge that I have received and understood the information on the risks and benefits of this medication and consent to be treated. |                                                                    |
| Signature:                                                                                                                                | Date:                                                              |
| Print Name:                                                                                                                               |                                                                    |

**Pre-anti viral Checklist**

**What to tell your doctor or nurse before immunisation**

The conditions listed below do not necessarily mean that treatment cannot be given. Before the treatment, tell the doctor or nurse if any of the following apply to the person to be treated:

- Have had a severe reaction to any medication
- Are suffering from renal disease
- Are pregnant
- Are breastfeeding

Before any treatment takes place, the doctor or nurse must ask you if:

- You have read this information
- You understand this information
- You need more information to decide whether or not to proceed.

The information you provide on this consent form is for the sole purpose of monitoring immunisation programs by the State and Australian Governments. The data will be kept confidential and identifying information will not be disclosed for any other purpose. You can access your information by contacting your immunisation provider.

**Record of treatment**

Date:

Location:

Medication:

| Name | Batch | Address | Telephone |
|------|-------|---------|-----------|
| 1.   |       |         |           |
| 2.   |       |         |           |
| 3.   |       |         |           |
| 4.   |       |         |           |
| 5.   |       |         |           |
| 6.   |       |         |           |
| 7.   |       |         |           |
| 8.   |       |         |           |
| 9.   |       |         |           |
| 10.  |       |         |           |
| 11.  |       |         |           |
| 12.  |       |         |           |
| 13.  |       |         |           |
| 14.  |       |         |           |
| 15.  |       |         |           |
| 16.  |       |         |           |
| 17.  |       |         |           |
| 18.  |       |         |           |
| 19.  |       |         |           |
| 20.  |       |         |           |



**Report of Suspected Adverse Reaction to Drugs and Vaccines**

Patient (Initials or Record No. only):

Date of birth: / /

Sex: M / F

Weight: kg

Date of Onset of Reaction: / /

**Adverse Reaction Description:**

| All Drug Therapy / Vaccines Prior to Reaction<br>(please use trade names and asterisk suspected drug) | Daily Dosage<br>(Dose No for vaccines) | Date Begun | Date Stopped | Reason for Use |
|-------------------------------------------------------------------------------------------------------|----------------------------------------|------------|--------------|----------------|
|                                                                                                       |                                        |            |              |                |
|                                                                                                       |                                        |            |              |                |
|                                                                                                       |                                        |            |              |                |

**Treatment (of reaction):**

**Outcome:**

Recovered

Not yet recovered

Unknown

Fatal

Date of Recovery: / /

Date of Death: / /

**Sequelae:**

No

Yes

If yes, describe:

**Severity:**

Life threatening

Hospitalised

Required a visit to the Doctor

**Comments** (eg. Relevant history, allergies, previous exposure to this drug):

**Reporting Doctor, Pharmacist, etc:**

Name:

Address:

Signature:

Date: / /

**Apendix D    Cleaning chemicals and dilution rates.**

The table below is adapted from the *Australian Management Plan for Pandemic Influenza* and the *Business Continuity Guide for Australian Businesses*.  
**Information Sheet: Workplace Cleaning Products Information**

| Detergents and disinfectants                       | Advice on the product and its availability                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Recommended use                                                                              | Advice for use                                                                                                                                                                                                                                                                                                                                 |
|----------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Neutral detergent/neutral cleaner and water</p> | <p>A detergent will not destroy (inactivate) the influenza virus. However it is an essential first step in cleaning as it will remove dirt and grime making the use of disinfectant more effective.</p> <p>As you do not want to damage surfaces which you are cleaning, it is best to avoid cleaning products that are acidic (typically marked as descaling) or caustic (typically marked as destroying dirt). Also avoid products which state <i>use with care on painted or varnished, or do not use on acrylic plastics</i>.</p> <p>You should use a <i>neutral detergent/neutral cleaner</i> which is a cleaning aid that is neither acidic nor caustic/alkaline (that is, it has a neutral pH of 7).</p> <p>These products can be purchased from commercial cleaning suppliers. The smallest volume of neutral detergent/neutral cleaner that these companies normally sell is 5 litres. Five litres cost about \$9.00.</p> <p>Supermarkets do not normally sell products marked as <i>neutral detergent/neutral cleaner</i>. Instead they sell a range of cleaning products which act as detergents.</p> <p>An effective substitute for a <i>neutral detergent/neutral cleaner</i> is simply soap and warm water.</p> <p>Typically, the correct dilution of a <i>neutral detergent/neutral cleaner</i> is 1 to 40 (that is, you need to add 250ml to make 10 litres).</p> | <p>Places which have low chance of contamination</p>                                         | <p>Leave to dry.</p>                                                                                                                                                                                                                                                                                                                           |
| <p>Diluted liquid bleach</p>                       | <p>Diluted bleach will destroy (inactivate) the influenza virus but it needs to be at the correct concentration.</p> <p>The correct concentration is 1,000 parts per million (ppm) of available chlorine. You need to check the label of the bleach before dilution as each bleach product has different concentration.</p> <p>You can purchase bleach from commercial cleaning suppliers and the supermarket.</p> <p>From commercial cleaning suppliers, you need to ask for hospital grade bleach. Five litres cost about \$14.</p> <p>From supermarkets, you need to buy bleach that is labelled <i>Hospital Grade Bleach</i> or that contains available chlorine in the range of 4% to 5%. The correct dilution of this bleach is a 1 to 40 dilution (that is, you need to add 40 litres of water to each litre of bleach). Suitable bleach which can be purchased in supermarkets include:</p> <ul style="list-style-type: none"> <li>• Domestos - \$4.60 for a 750mL bottle</li> <li>• White King - \$5.00 for a 750mL bottle</li> <li>• No-brand Domestic Heavy Duty Cleaner - \$2.00 for a 1 litre bottle</li> </ul>                                                                                                                                                                                                                                                      | <p>Disinfection of material contaminated with body fluids, including coughs and sneezes.</p> | <p>Leave to dry.<br/>                     Use in well-ventilated areas. Protective clothing is required while handling and using undiluted bleach.<br/>                     Do not mix with strong acids to avoid release of chlorine gas.<br/>                     Corrosive to metals.<br/>                     Do not use on computers.</p> |

|                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                |
|-----------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Granular chlorine</b></p>                                                                     | <p>Notes:</p> <ul style="list-style-type: none"> <li>While you can make the bleach more concentrated than 1,000 parts per million (ppm), this is not recommended as it can damage surfaces and its odour can be unpleasant.</li> <li>Bleach starts to degrade immediately after it is manufactured so it is important to use the bleach before its use by date.</li> <li>You should make a fresh solution of the diluted bleach each time you clean.</li> </ul> <p>If liquid bleach is not available, you can create a diluted bleach solution by using granular chlorine. This product is only available from specialist chemical distributors.</p> <p>Granular chlorine is a chemical which requires careful handling and is not suitable for untreated people in an office environment.</p> <p>Granular chlorine products specifically designed for making diluted chlorine solution at are:</p> <ul style="list-style-type: none"> <li>Det-Sol 5000 - \$2.00 per 20 gram packet</li> <li>Diversol</li> </ul> <p>You need to follow the label on the packet to make the correct concentration.</p> <p>For Det-Sol 5000, it is 40grams of Det-Sol to 2 litres of water.</p> <p>Alcohol products can destroy (inactivate) the influenza virus. They can be used on surfaces on which bleach cannot be used.</p> <p>There are several forms of alcohol-based cleaners including sprays, wipes and hand washes.</p> <p><b>Alcohol sprays</b></p> <p>Liquid alcohol sprays are made up of a high concentration of alcohol in water. There can be several forms of alcohol which are used but the most common is isopropyl or ethyl alcohol (also known as ethanol).</p> <p>These products can be purchased from specialist commercial cleaning suppliers. Products which are suitable are those which have the following concentrations:</p> <ul style="list-style-type: none"> <li>isopropyl 70% or</li> <li>ethyl alcohol (ethanol) 60%.</li> </ul> <p>They can also be brought at some pharmacies and supermarkets. Suitable products are:</p> <ul style="list-style-type: none"> <li>Isocol rubbing alcohol - \$11.00 per 640mL bottle</li> <li>David Craig Isopropyl - this is 100% and needs to be diluted to 70% by the addition of water (add 30mL of water to 70mL of isopropyl) - \$10.00 per 100mL bottle</li> </ul> <p>Isocol can be purchased from a supermarket.</p> <p><b>Alcohol wipes</b></p> <p>These products can be purchased from specialist commercial cleaning suppliers, large office suppliers and some pharmacies.</p> <p>Suitable products include:</p> | <p>Disinfection of material contaminated with bodily fluids, including coughs and sneezes.</p>                                                                                                              | <p>Leave to dry.<br/>Use in well-ventilated areas.<br/>Protective clothing is required while handling and using undiluted bleach.<br/>Do not mix with strong acids to avoid release of chlorine gas.<br/>Corrosive to metals.<br/>Do not use on computers.</p> |
| <p><b>Alcohol</b><br/>e.g. Isopropyl 70%,<br/>ethyl alcohol 60%.<br/>Can be in a wipe or spray.</p> | <p>Smooth metal surfaces, telephones, phones, computers and other surfaces on which bleach cannot be used.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <p>Flammable and toxic.<br/>To be used in well-ventilated areas.<br/>Avoid inhalation.<br/>Keep away from heat sources, electrical equipment, flames, and hot surfaces.<br/>Allow it to dry completely.</p> |                                                                                                                                                                                                                                                                |

|  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |  |
|--|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
|  | <ul style="list-style-type: none"> <li>• ISO WIPES - \$15.00 per container of 75 wipes</li> <li>• Provipie - \$10.00 per container of 75 wipes</li> </ul> <p>Products which are suitable are those which have the following concentrations:</p> <ul style="list-style-type: none"> <li>• isopropyl 70% or</li> <li>• ethyl alcohol (ethanol) 60%.</li> </ul> <p>While alcohol swabs can be used (these are typically wiped on skin prior to an injection), they are only good for disinfecting small areas due to the swab's small size.</p> <p>Provipes can be purchased from a medical goods supplier.<br/>Isowipes can be purchased from an office goods supplier.</p> <p><b>Alcohol hand wash</b><br/>These products can be purchased from specialist commercial cleaning suppliers, large office suppliers and some pharmacists.</p> <p>Products which are suitable are those which have the following concentrations:</p> <ul style="list-style-type: none"> <li>• isopropyl 70% or</li> <li>• ethyl alcohol (ethanol) 60%.</li> </ul> <p>Suitable products include</p> <ul style="list-style-type: none"> <li>• Aquum Gel - \$16.00 per 1 litre</li> <li>• Zero-Bac - \$12.00 per 500mL</li> </ul> <p>Alcohol hand wash can be purchased from a commercial cleaning supplier.</p> |  |
|--|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|

## **Appendix E Educational Posters**

**Cough Etiquette and respiratory hygiene**

**How to clean hands with alcohol based liquid**

**How to fit and remove personal protective equipment**

**How to fit & remove protective gloves**

**Staff influenza notice.**

Information sheet: Cough etiquette and respiratory hygiene

# Cough etiquette and respiratory hygiene

## Cover your cough



- When coughing or sneezing, use a tissue to cover your nose and mouth
- Consider wearing a surgical mask, if practicable
- Dispose of the tissue afterwards

## Wash your hands



- After coughing, sneezing or blowing your nose, wash your hands with soap and water
- Use alcohol-based liquids, gels or wipes if you do not have access to soap and water

**Remember hand washing is the single most effective way to reduce the spread of germs that cause respiratory disease.**

Anyone with signs and symptoms of a respiratory infection, regardless of the cause, should be instructed to cover their nose/mouth when coughing or sneezing; use tissues to contain respiratory secretions; dispose of tissues in the nearest waste receptacle after use; and wash their hands afterwards.



An Australian Government Initiative

Information sheet: How to wash and dry hands

# How to wash and dry hands

- Remove jewellery and cover abrasions
- Wet hands with warm water, then apply soap or liquid soap
- Lather for 10–15 seconds
- Rinse hands under running water
- Dry hands with clean towel

**During the lather, pay particular attention to the backs of hands and fingers, fingernails, fingertips and the webbing between fingers.**

Hand hygiene is crucial in reducing transmission of infections. It includes both hand washing with plain or antimicrobial soap and water, and use of alcohol-based products (gels, rinses, foams) containing an emollient that does not require the use of water.

If hands are visibly soiled or contaminated with respiratory secretions, wash hands with soap (either non-antimicrobial or antimicrobial) and water.

In the absence of visible soiling of hands, approved alcohol-based products for hand disinfection may be used. Ensure you have facilities for hand washing (i.e. sinks with warm and cold running water, plain or antimicrobial soap, and disposable paper towels) and hand disinfection (i.e. alcohol-based products) readily accessible.



An Australian Government Initiative

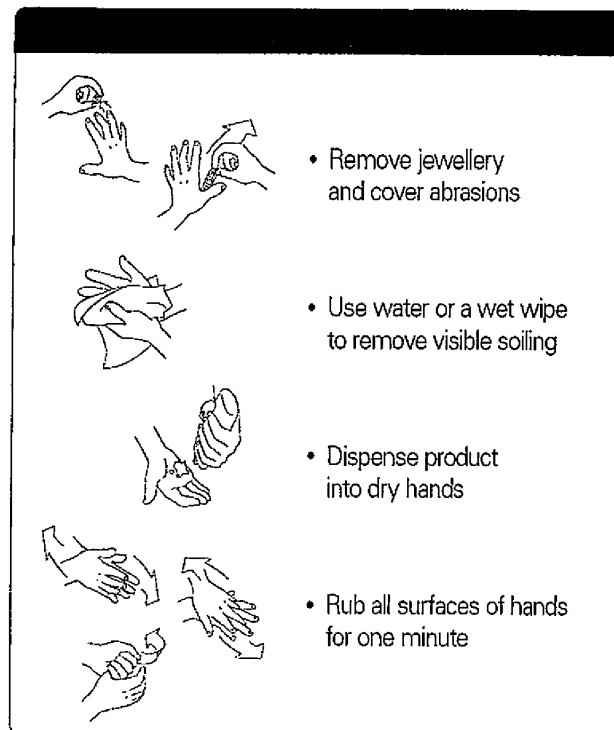


Student Handbook - Pandemic Influenza Exercise Day

page 29

Information sheet: How to clean hands using an alcohol-based liquid or hand rub

## How to clean hands using an alcohol-based liquid or hand rub



- Remove jewellery and cover abrasions

- Use water or a wet wipe to remove visible soiling

- Dispense product into dry hands

- Rub all surfaces of hands for one minute

When rubbing, pay particular attention to the backs of hands and fingers, fingernails, fingertips and the webbing between fingers.



An Australian Government Initiative

Information sheet: How to fit and remove protective gloves

# How to fit and remove protective gloves

## Fitting gloves



- Remove jewellery, cover abrasions, then wash and dry hands



- Fit gloves, adjusting at the cuffs

## Removing and disposing of gloves



- Remove by gripping at cuffs



- Immediately dispose of gloves in appropriate waste



- Wash hands



**Replace gloves after contact with a person or infected area, or if the gloves become contaminated or damaged.**


Wearing of gloves in some situations may be a practical measure to reduce the spread of infection, especially in health care environments or as a part of a cleaning regime.



An Australian Government Initiative

Information sheet: Fitting and removing personal protective equipment in the correct order

## How to fit and remove personal protective equipment in the correct order



**Fit in this order**

- Wash hands or use alcohol-based rub
- Respirator
- Goggles
- Gown
- Gloves

**Remove in this order**

- Gloves
- Wash hands or use alcohol-based rub
- Goggles
- Gown
- Respirator
- Wash hands or use alcohol-based rub

During removal of personal protective equipment, hands should be washed immediately after removing any item which is visibly soiled.



An Australian Government Initiative

## Information Sheet: Staff influenza notice

# STAFF INFLUENZA NOTICE

Influenza is a contagious disease. To help reduce the spread of influenza in this workplace, the following actions are required of everybody.

**DO NOT COME TO WORK IF YOU HAVE**

- chills, shivering and a fever (temperature >38°C)
- onset of muscle aches and pains
- sore throat
- dry cough
- trouble breathing
- sneezing
- stuffy or runny nose
- extreme tiredness

If some of the above symptoms apply to you, please stay home, seek medical advice and wait until you have recovered before returning to work.

If you start to feel ill at work with the above symptoms advise your Influenza Manager (see below) and keep at least one metre away from others.

If you have recently arrived or returned from overseas, please also speak to the Influenza Manager.

Call your Influenza Manager .....

Phone .....



An Australian Government Initiative

## Appendix F

### Extract - EPA Information Bulletin 'What Solid Wastes Can I Dispose of on My Farm' – July 1999

#### What are the Recommended Disposal Methods of Dead Stock?

If dead stock is unsuitable for the pet food industry, you should bury all carcasses. The site selected should:

- Be on elevated land but with a slope of less than 5%
- Not have the highest watertable within two metres of the base of the pit
- Be at least 100 metres away from any surface waters
- Be at least 300 metres from neighbouring houses
- Avoid highly permeable soils

You should also:

- Cover the carcasses with at least one metre of earth
- Where necessary, excavate cut off drains up-slope of the burial pit to direct surface runoff away from the pit(s)
- Slightly mound the pits after backfilling

You may want to install temporary fencing to assist reinstatement.

**Burning of dead stock is only permitted in situations where it is impracticable to bury the bodies or where burning is mandatory where certain exotic diseases are present.**

## Appendix G: References

- ☐ "Being Prepared for an Influenza Pandemic – A Kit for Small Businesses" (An Australian Government Initiative)
- ☐ "Preparing for an Influenza Pandemic – A Tool Kit for Local Government" (A Victorian Government Initiative)
- ☐ "Prudential Practice Guide PPG 233 – Business Continuity Sub Plan - Avian Influenza Pandemic Planning and Risk Management" (Australian Prudential Regulation Authority)
- ☐ "Review of latest available evidence on potential transmission of avian influenza (H5N1) through water and sewage and ways to reduce the risks to human health" (World Health Organisation)
- ☐ "Australian Action Plan for Pandemic Influenza" (Australian Government Department of Health and Ageing)
- ☐ "Avian influenza: assessing the pandemic threat" (World Health Organisation)
- ☐ "Preparing your business for Pandemic Influenza" (Communicable Disease Control Unit, Victorian Department of Human Services)
- ☐ "Pandemic Influenza Checklist for Businesses (HM Government – Civil Contingencies Secretariat)
- ☐ "National Pandemic Influenza Exercise, Exercise Cumpston 06 Report" (Australian Government Department of Health and Ageing, Office of Health Protection)

## Appendix H Glossary of Acronyms

|         |                                                    |
|---------|----------------------------------------------------|
| BCC     | Business Continuity Committee - Council            |
| CEO     | Chief Executive Officer – Council                  |
| CHO     | Chief Health Officer - DHS                         |
| CMO     | Chief Medical Officer - DoHA                       |
| DERC    | Divisional Emergency Response Coordinator (Police) |
| DH      | Victorian Government Department of Health          |
| DoHA    | Department of Health and Ageing                    |
| DoTARS  | Department of Transport and Regional Services      |
| DPI     | Department of Primary Industries                   |
| DSE     | Department of Sustainability and Environment       |
| DTF     | Department of Treasury and Finance                 |
| EMA     | Emergency Management Australia                     |
| EMG     | Emergency Management Group - Council               |
| EMMV    | Emergency Management Manual Victoria               |
| EMT     | Executive Management Team - Council                |
| EPA     | Environment Protection Authority                   |
| H5N1    | Influenza Strain                                   |
| IC      | Influenza Clinic                                   |
| IPPG    | Influenza Pandemic Planning Group - Council        |
| ICC     | Incident Coordination Centre (Control Agency)      |
| IT      | Information Technology                             |
| JMT     | Joint Management Team - Council                    |
| MECC    | Municipal Emergency Coordination Centre            |
| MEM     | Municipal Emergency Manager - Council              |
| MEMPC   | Municipal Emergency Management Planning Committee  |
| MEMPlan | Municipal Emergency Management Plan                |
| MEOC    | Municipal Emergency Operations Centre              |
| MERC    | Municipal Emergency Response Coordinator (Police)  |
| MERO    | Municipal Emergency Resource Officer - Council     |
| MRM     | Municipal Recovery Manager – Council               |
| MVC     | Mass Vaccination Centre                            |
| OD      | Organisational Development - Council               |
| PHEC    | Public Health Emergency Coordinator - Council      |
| PHEMA   | Public Health Emergency Management Arrangements    |
| PPE     | Personal Protective Equipment                      |
| REHO    | Regional Environmental Health Officer (DHS)        |
| SOP     | Standard Operating Procedure                       |
| VIFM    | Victorian Institute of Forensic Medicine           |
| WHO     | World Health Organisation                          |





**OM102710-7                      FIRST QUARTER PERFORMANCE REPORT TO COUNCIL  
2010-2011**

|             |                                   |           |                          |
|-------------|-----------------------------------|-----------|--------------------------|
| AUTHOR:     | Mark Gunning                      | ENDORSED: | Colin Hayman             |
| DEPARTMENT: | Corporate &<br>Community Services | FILE REF: | GEN01688<br>COUNCIL PLAN |

**Purpose**

This report provides information to Council and the community on the progress of achieving the Key Actions from the Council Plan 2009-2013, progress on the Capital Works and Major Projects Program and key operational areas for the first quarter of the financial year, ending September 2010.

Please refer to this report and the attachments to this report for more detailed information on Council Plan Progress.

**Declaration of Interests**

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

**Background**

Council approved the revised 2009-2013 Council Plan on 23 June 2010. Council adopted the budget for 2010/2011 including the Capital Works Program at the Council meeting held 28 July 2010.

This report and attachment detail the progress to date against the performance indicators set in respect of Budget, Capital Works and Council Plan.

**Council Plan / Other Strategies / Policy**

**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.

As discussed above this report is discussing performance against the following Council approved documents:

Council Plan 2009-2013  
Council Capital Works Program  
Council Budget 2010/2011

**Issues / Options**

The following are identified for consideration:

The report has various components:

- Quarterly Council Plan Progress Report;
- Financial Performance Update;
- Capital Works Program Update: and
- Contracts and Tenders.

## Council Plan Update

The attached report provides Council with the first quarterly progress report as at 30 September 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 Council Plan contains 135 Key Actions allocated for the 2010/11 financial year. Progress is measured cumulatively over the year, with a target set for each quarter. The status of the Key Actions at the close of the first quarter are as follows:

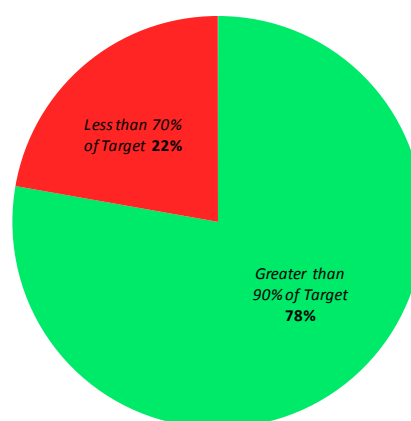
- 105 Actions at least 90% of target
- 0 Actions between 70% and 90% of target
- 30 Actions less than 70% of target

Actions achieving less than 90% of target for the quarter do so because these projects are in the early stages of progress and will pick up speed as the year proceeds. This includes 11 actions that are 'Not Started'. 8 are scheduled to commence later in the year and 3 are awaiting grant funding before they can proceed.

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 six Key Result Areas reflected in the progress gauges on the first page of the report. The first gauge in the report depicts total progress for the quarter against the 2010/11 Council Plan actions. The overall result for this quarter, 100%, is influenced by a number of actions having exceeded targets set for the quarter.

As at 30 September 2010, the end of the first quarter, the organisation is on track to achieve a successful outcome for this financial year.

**Progress on Council Plan Key Actions  
July – September 2010**



## Capital Works Program Update

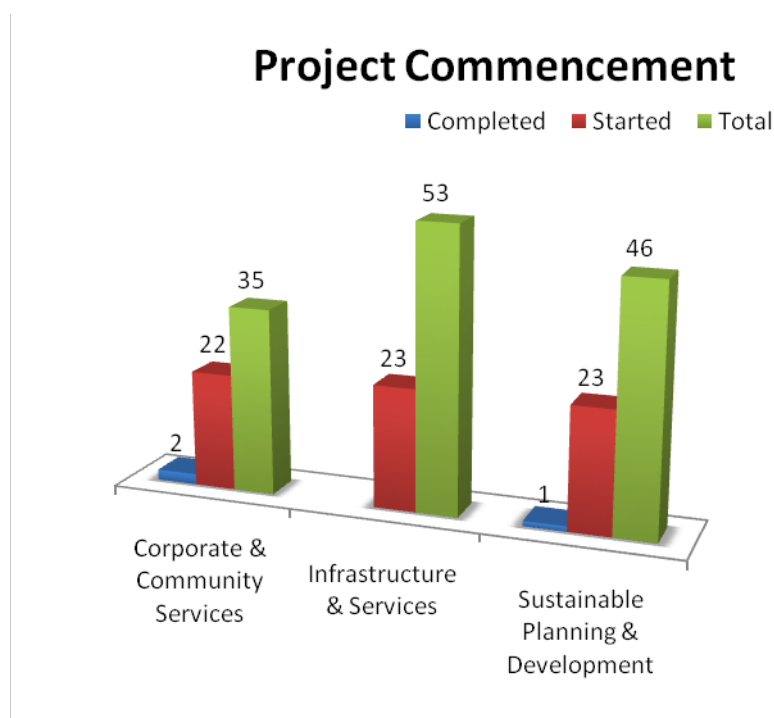
The capital works and major projects budget for the year in 2010/11 is \$11.90 million of which \$10.9 million relates to capital asset works.

The commencement of projects was again slowed due to the creation of Works Orders, which were completed after the adoption of the budget. The need for work orders to be created prior to the commencement of the financial year has been identified, however there will always need to be a balance due to the differing priority pressures each department has nearing the end of financial year.

Project reporting has been expanded for this year, with each project manager identifying key milestones for each project. Project reporting is expected to take additional time, due to each project manager needing to report on milestone progress, however it is considered that the reporting tool will provide a much clearer picture of project progress to management.

Overall, there are 134 Capital Works and Major Projects to be undertaken within the 2010/11 program, including carry over projects. To date, of the 134 projects, work has commenced on 68 projects, with 3 projects already completed.

The graph represents the number of projects that have commenced relative to the total number of major projects allocated to each Department of Council.



## Financial Summary

As we conclude the first quarter of the 2010/11 financial year, it is worth mentioning a number of significant highlights that have occurred during the quarter. The most important highlight is the adoption of the annual financial statements by Council. With a great deal of effort by those involved the annual financial statements were completed, audited, adopted and presented to the Minister for Local Government within the legislative timeframes. In

addition to this Colac Otway Shire was able to have approved an alternative Income Statement which provides a more meaningful analysis of the financial information presented.

At the time the budget for 2010/11 was prepared, it was expected that Council would see an operating surplus of \$1.417 million. The actual result for 2009/10 was a surplus of \$2.575 million. Given that Council received a quarter of the annual grants commission payment in advance in both 2008/09 and 2009/10 the result is very similar to that in the budget for the 2009/10 year.

It continues to be a priority of Council to achieve an operating surplus for the 2010/11 year and it is important for Council to understand that 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 2010/11 financial year.

Council currently has a cash at bank balance of \$7.047 million, which is lower than for the same time in 2009/10. This is due to a number of factors, such as the quarterly grants commission payment yet to be received for the quarter, and the carry-over of projects from the prior financial year, such as the Apollo Bay Waste Transfer Station. Rates notices have been issued to rate payers in September and reminders for instalments will be sent each quarter.

We are continuing to monitor the status of Council's financial position with the following aims in mind:

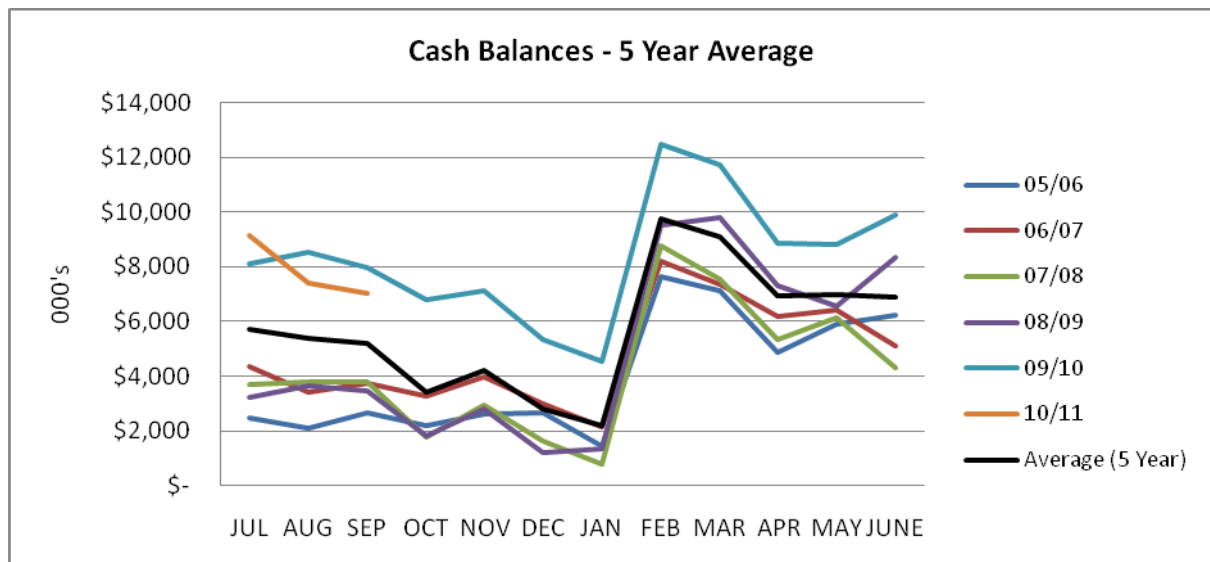
- An operating surplus achieved for the fourth consecutive year;
- Council continuing to meet the Infrastructure Renewal Gap;
- Delivery of responsible projects designed to enhance the community;
- Delivery of a responsible capital works programme; and
- An improved positive financial position.

In light of this, we are undertaking several important projects over the coming months in the areas of:

- Development of improved monthly reporting to management and Council;
- Development of Investment strategy and policy documents;
- Review of Council's financial management policies, procedures and practices;
- Participation in the LG Credibility programme;
- Development of new Strategic Resource Plan;
- Development of a Long Term Financial Plan;
- Development of a new Rating Strategy;
- Initiation of a review of Council's Fees and Charges Strategy; and
- Development of new community focussed budget document.

The forecast indicates that the financial viability of Council will continue improve, provided balanced decisions are made with financial sustainability considerations built into all decision making processes. Key information concerning the position of Council at the end of September are included in this report.

The following chart provides details on the cash balances at month end for the five (5) years prior to the 2010/11 financial year. The chart also includes the five (5) year average of those cash balances.



The Natural Disaster Event relating to flooding early in the 2010/11 financial year has placed an additional \$1.4 million impost on Council's already stretched resources. At this stage it is still unclear as to whether Council will receive any support from the state government to offset this unexpected outlay. This, along with a shortfall in funds to provide for the events of the previous financial year, illustrates that there are no surplus funds from Council's activities. We are in effect utilising funding from the 2010/11 financial year to provide for the completion of activities from 2009/10.

Council's overall position, although appearing strong in the financial statements, remains susceptible to shocks and is unable to take advantage of opportunities as they arise. Council can be sustainable in the longer term provided it:

- Is willing to undertake the necessary changes to make our business more efficient;
- Keeps an eye toward other and opportunistic revenue generation, such as grants funding, structured borrowing strategies, charge schemes and other entrepreneurial activities.

Given the level of expected future demands on Council and the level of current reserves, Council can ill afford to commit to any additional works or projects, regardless of the opportunity it may offer. Council needs to vigilantly adhere to the principles of planning before committing to funding any new or expanded activities.

Any savings generated from projects through the course of the year should be firstly offset against the deficit from the 2009/10 financial year and then against any possible shortfall from the natural disaster.

**DETAILS OF COUNCIL'S CARRIED FORWARD (CARRY-OVER) PROJECTS**

Those projects and activities that were incomplete at the end of the 2009/10 financial year and where a commitment exists for the expenditure and/or income to be incurred/raised have been listed below. This list highlights the need to ensure that Council brings forward (carries) adequate cash balances at the end of the year to fund these activities and projects. Note, that none of the projects and activities listed as being carried forward have been included in the 2010/11 budget. As a result, without there being a cash surplus adequate to fund the carried forward items, after reserves and other obligations are considered, Council will have to consider other funding options. This may include deferral of items from the 2010/11 budget or the options of raising additional funds through grants or borrowings. In summary, the value of carried forward items from 2009/10 is:

|       | Expenditure      | Income             | Net Result       |
|-------|------------------|--------------------|------------------|
| Total | <b>3,291,722</b> | <b>(1,086,050)</b> | <b>2,205,672</b> |

| PROJECT/ACTIVITY                                         | CARRY-OVER EXPENSE | CARRY-OVER INCOME | NET RESULT |
|----------------------------------------------------------|--------------------|-------------------|------------|
| COMMUNITY PROJECTS GRANTS PROGRAMME                      | 8,500              |                   | 8,500      |
| COLAC & APOLLO BAY CAR PARKING STUDY                     | 34,500             |                   | 34,500     |
| APOLLO BAY TRANSFER STATION - LAND PURCHASE              | 670,000            |                   | 670,000    |
| FREEZA - PROGRAMME 2010 & 2011                           | 9,500              |                   | 9,500      |
| TIGER RAIL TRAIL                                         | 46,000             | (29,000)          | 17,000     |
| BEECHY JOINT USE LIBRARY                                 | 572,000            | (535,800)         | 36,200     |
| BEECHY PRECINCT PROJECT                                  | 30,000             |                   | 30,000     |
| COLAC CENTRAL BUSINESS DISTRICT URBAN DESIGN             | 150,000            | (75,000)          | 75,000     |
| PLANNING SCHEME REVIEW                                   | 22,500             |                   | 22,500     |
| RURAL LIVING STRATEGY                                    | 46,000             |                   | 46,000     |
| ASSET DATA CAPTURE SYSTEM                                | 8,000              |                   | 8,000      |
| ASSET DATA COLLECTION PROJECT                            | 6,000              |                   | 6,000      |
| CRESSY SHELFORD ROADSIDE REHABILITATION                  | 144,732            |                   | 144,732    |
| APOLLO BAY TRANSFER STATION - CONSTRUCTION               | 262,000            | (40,000)          | 222,000    |
| LAKESIDE ESTATE (BRUCE STREET LANDFILL) EPA REQUIREMENTS | 73,500             |                   | 73,500     |
| FORREST LANDFILL REMEDIATION DESIGN                      | 7,000              |                   | 7,000      |
| MARENGO LANDFILL REHABILITATION DESIGN                   | 7,500              |                   | 7,500      |
| OLD BEECHY TRAIL SIGNAGE                                 | 17,000             |                   | 17,000     |

| PROJECT/ACTIVITY                                            | CARRY-<br>OVER<br>EXPENSE | CARRY-<br>OVER<br>INCOME | NET<br>RESULT    |
|-------------------------------------------------------------|---------------------------|--------------------------|------------------|
| EASTERN RESERVE NETBALL FACILITIES REDEVOPMENT - ADDITIONAL | 15,000                    |                          | 15,000           |
| BLUEWATER FITNESS CENTRE - ELECTRICAL SWITCHBOARD           | 13,000                    |                          | 13,000           |
| STIP - BIRREGURRA PARK UPGRADE                              | 13,000                    | (75,000)                 | (62,000)         |
| APOLLO BAY COASTAL TRAIL                                    | 75,000                    | (60,000)                 | 15,000           |
| ECO DEVELOP - LIONS & VIC PARKS MASTERPLAN                  | 5,000                     |                          | 5,000            |
| SKENES CREEK MASTER PLAN                                    | 10,000                    |                          | 10,000           |
| COLAC VIC - UPGRADE                                         | 17,200                    |                          | 17,200           |
| OLD BEECHY RAIL TRAIL                                       | 16,000                    |                          | 16,000           |
| LAKE COLAC REDEVELOPMENT - STAGE 2                          | 70,000                    |                          | 70,000           |
| LAKE COLAC - STODDART ST PATHWAY                            | 57,000                    |                          | 57,000           |
| BOTANIC GARDENS PATHWAY                                     | 168,000                   | (150,000)                | 18,000           |
| BARWON DOWNS OLD SCHOOL GROUNDS STAGE 2                     | 66,000                    | (62,500)                 | 3,500            |
| LAVERS HILL HALL UPGRADE                                    | 10,000                    |                          | 10,000           |
| STIP - BEEAC WINDMILL PARK                                  | 105,000                   | (58,750)                 | 46,250           |
| GELLIBRAND LANDFILL REHABILITATION & MONITORING BOREHOLES   | 234,000                   |                          | 234,000          |
| BIRREGURRA/FORREST STRUCTURE PLAN                           | 56,500                    |                          | 56,500           |
| HEALTH AND COMMUNITY PROJECTS                               | 30,000                    |                          | 30,000           |
| HACC MINOR WORKS - KANYANA                                  | 140,200                   |                          | 140,200          |
| ENVIRONMENT CONTROL - BUSH TENDER COVENANT                  | 700                       |                          | 700              |
| ENVIRONMENT - DEEPDENE RESERVE MANAGEMENT                   | 700                       |                          | 700              |
| ENVIRONMENT CONTROL - ICLEI GRANT                           | 1,200                     |                          | 1,200            |
| WEED CONTROL - SWRRG                                        | 8,190                     |                          | 8,190            |
| MUSIC EQUIPMENT PURCHASE - FREEZA - VICTORIA ROCKS          | 10,000                    |                          | 10,000           |
| BOTANIC GARDENS APPRENTICE                                  | 30,000                    |                          | 30,000           |
| LAVERS HILL POOL CONTRIBUTION                               | 10,300                    |                          | 10,300           |
| THE MEETING PLACE                                           | 8,000                     |                          | 8,000            |
| RURAL ACCESS                                                | 7,000                     |                          | 7,000            |
| <b>TOTAL</b>                                                | <b>3,291,722</b>          | <b>(1,086,050)</b>       | <b>2,205,672</b> |

The information portrayed below provides an operating statement as per the data at 30 September 2010. The four (4) columns of data provide actual year to date results as compared to the budget year to date, the original budget as it was adopted by Council and finally the revised budget or forecast position as at 30 September 2010. The revised budget includes the value of all carried forward projects.

## Colac Otway Shire Council

### Operating Statement

September 2010 Quarter Report



Colac Otway  
SHIRE

| Category                              | September Actual YTD | September Budget YTD | Original Annual Budget | Revised Annual Budget |
|---------------------------------------|----------------------|----------------------|------------------------|-----------------------|
| <b>Income</b>                         |                      |                      |                        |                       |
| Contributions - cash                  | (32,797)             | (92,070)             | (368,280)              | (368,280)             |
| Finance revenue                       | (58,633)             | (99,246)             | (453,000)              | (453,000)             |
| Grants - capital                      | (285,924)            | (719,535)            | (2,878,255)            | (3,661,505)           |
| Grants - operating                    | (419,954)            | (2,171,540)          | (8,751,268)            | (9,441,068)           |
| Net gain / loss on disposal of assets | (116,455)            | (129,993)            | (520,000)              | (520,000)             |
| Other revenue                         | (125,472)            | (31,681)             | (126,694)              | (126,694)             |
| Rates and charges                     | (20,102,017)         | (20,060,262)         | (20,060,262)           | (20,060,262)          |
| Reimbursements                        | (89,734)             | (61,268)             | (246,086)              | (246,086)             |
| Statutory fees and charges            | (108,675)            | (126,894)            | (591,600)              | (591,600)             |
| User fees and charges                 | (416,352)            | (674,222)            | (2,696,963)            | (2,696,963)           |
| <b>Total Income</b>                   | <b>(21,756,012)</b>  | <b>(24,166,711)</b>  | <b>(36,692,408)</b>    | <b>(38,165,458)</b>   |
| <b>Expense</b>                        |                      |                      |                        |                       |
| Bad and doubtful debts                | -                    | 249                  | 1,000                  | 1,000                 |
| Contracts                             | 770,876              | 1,720,726            | 7,023,037              | 8,241,559             |
| Depreciation                          | 2,102,250            | 2,069,250            | 8,277,000              | 8,277,000             |
| Employee benefits                     | 2,285,627            | 3,246,994            | 12,988,433             | 13,018,433            |
| Finance expenses                      | 56,950               | 81,728               | 389,801                | 389,801               |
| Internal charges                      | 348,975              | 458,634              | 1,834,659              | 1,834,659             |
| Materials and services                | 1,421,702            | 1,590,806            | 3,634,647              | 3,604,647             |
| Other expenses                        | 248,087              | 297,074              | 837,416                | 912,216               |
| <b>Total Expenses</b>                 | <b>7,234,468</b>     | <b>9,465,461</b>     | <b>34,985,993</b>      | <b>36,279,315</b>     |
| <b>Operating Result</b>               | <b>(14,521,543)</b>  | <b>(14,701,250)</b>  | <b>(1,706,415)</b>     | <b>(1,886,143)</b>    |



The information below provides details on the capital works expenditure as at 30 September 2010.

## Colac Otway Shire Council

### Capital Works



#### September 2010 Quarter Report

| Category                       | September Actual YTD | September Budget YTD | Original Annual Budget | Revised Annual Budget |
|--------------------------------|----------------------|----------------------|------------------------|-----------------------|
| Bridge & Culvert               | -                    | 64,749               | 259,000                | 259,000               |
| Building - Other Structures    | 9,453                | 96,696               | 386,800                | 452,800               |
| Building Structures            | 18,302               | 197,838              | 791,383                | 1,339,783             |
| Drainage                       | 47,053               | 137,337              | 549,365                | 549,365               |
| Footpath and Cycleways         | -                    | 156,495              | 626,000                | 672,000               |
| Kerb & Channelling             | -                    | 15,252               | 61,000                 | 61,000                |
| Land Improvements              | 388,351              | 43,743               | 175,000                | 1,220,000             |
| Land                           | -                    | -                    | -                      | 670,000               |
| Off Street Car Parking         | -                    | 37,500               | 150,000                | 150,000               |
| Plant, Furniture and Equipment | 422,654              | 622,182              | 2,488,800              | 2,498,800             |
| Roads                          | 264,986              | 1,346,379            | 5,385,766              | 5,385,766             |
| <b>Capital Works Total</b>     | <b>1,150,799</b>     | <b>2,718,171</b>     | <b>10,873,114</b>      | <b>13,258,514</b>     |

The information in the following pages provides an indication of the income and expense attributed to each department, business unit and section of Council as at 30 September 2010.

Capital works values are as loaded into the financial systems of Council. Any variance from the adopted budget is as a result of the determination of activities between capital and operating.



| Department                                    | Unit                                                     | September Actual<br>YTD | September Budget<br>YTD | Revised Annual<br>Budget |
|-----------------------------------------------|----------------------------------------------------------|-------------------------|-------------------------|--------------------------|
| <b>Information Services</b>                   |                                                          | <b>470,707</b>          | <b>428,775</b>          | <b>1,272,355</b>         |
|                                               | <b>Information Management Section</b>                    | <b>65,484</b>           | <b>72,378</b>           | <b>289,512</b>           |
|                                               | Expense                                                  | 66,984                  | 72,378                  | 289,512                  |
|                                               | Income                                                   | (1,500)                 | 0                       | 0                        |
|                                               | <b>Information Services Unit Section</b>                 | <b>405,223</b>          | <b>356,397</b>          | <b>982,843</b>           |
|                                               | Expense                                                  | 408,887                 | 357,897                 | 988,843                  |
|                                               | Income                                                   | (3,664)                 | (1,500)                 | (6,000)                  |
| <b>Organisation Support &amp; Development</b> |                                                          | <b>1,458,799</b>        | <b>266,401</b>          | <b>1,031,644</b>         |
|                                               | <b>Human Resources Section</b>                           | <b>65,952</b>           | <b>85,752</b>           | <b>343,008</b>           |
|                                               | Expense                                                  | 65,952                  | 85,752                  | 343,008                  |
|                                               | <b>Organisational Development Section</b>                | <b>51,467</b>           | <b>77,494</b>           | <b>275,997</b>           |
|                                               | Expense                                                  | 51,467                  | 77,494                  | 275,997                  |
|                                               | <b>Risk Management Section</b>                           | <b>1,341,379</b>        | <b>103,155</b>          | <b>412,639</b>           |
|                                               | Expense                                                  | 1,341,441               | 121,161                 | 484,665                  |
|                                               | Income                                                   | (62)                    | (18,006)                | (72,026)                 |
| <b>Recreation Arts &amp; Culture</b>          |                                                          | <b>379,841</b>          | <b>522,520</b>          | <b>1,772,673</b>         |
|                                               | <b>Bluewater Fitness Centre Section</b>                  | <b>76,095</b>           | <b>78,738</b>           | <b>314,957</b>           |
|                                               | Expense                                                  | 237,318                 | 265,908                 | 1,063,644                |
|                                               | Income                                                   | (161,223)               | (187,170)               | (748,687)                |
|                                               | <b>COPACC Section</b>                                    | <b>77,367</b>           | <b>107,256</b>          | <b>429,069</b>           |
|                                               | Expense                                                  | 203,915                 | 201,855                 | 807,468                  |
|                                               | Income                                                   | (126,548)               | (94,599)                | (378,399)                |
|                                               | <b>Other Leisure &amp; Fitness Centres Section</b>       | <b>(749)</b>            | <b>8,445</b>            | <b>33,800</b>            |
|                                               | Expense                                                  | 4,098                   | 11,445                  | 45,800                   |
|                                               | Income                                                   | (4,847)                 | (3,000)                 | (12,000)                 |
|                                               | <b>Recreation &amp; Events Section</b>                   | <b>203,411</b>          | <b>246,138</b>          | <b>632,078</b>           |
|                                               | Expense                                                  | 221,441                 | 386,570                 | 1,194,028                |
|                                               | Income                                                   | (18,030)                | (140,432)               | (561,950)                |
|                                               | <b>Recreation, Arts &amp; Culture Management Section</b> | <b>23,718</b>           | <b>81,943</b>           | <b>362,769</b>           |
|                                               | Expense                                                  | 51,718                  | 105,691                 | 457,769                  |
|                                               | Income                                                   | (28,000)                | (23,748)                | (95,000)                 |
| <b>Infrastructure &amp; Services</b>          |                                                          | <b>449,752</b>          | <b>872,879</b>          | <b>8,160,736</b>         |
|                                               | <b>Capital Works Management</b>                          | <b>122,820</b>          | <b>321,976</b>          | <b>1,288,118</b>         |
|                                               | <b>Capital Works Management Section</b>                  | <b>92,056</b>           | <b>195,274</b>          | <b>781,118</b>           |
|                                               | Expense                                                  | 135,556                 | 196,525                 | 786,118                  |
|                                               | Income                                                   | (43,499)                | (1,251)                 | (5,000)                  |
|                                               | <b>Footpath K&amp;C Program Section</b>                  | <b>0</b>                | <b>11,496</b>           | <b>46,000</b>            |
|                                               | Expense                                                  | 0                       | 11,496                  | 46,000                   |
|                                               | <b>Parks &amp; Reserves Program Section</b>              | <b>30,763</b>           | <b>115,206</b>          | <b>461,000</b>           |
|                                               | Expense                                                  | 30,763                  | 115,206                 | 461,000                  |
| <b>COSWORKS</b>                               |                                                          | <b>523,616</b>          | <b>737,328</b>          | <b>2,949,461</b>         |
|                                               | <b>COSWORKS Management Section</b>                       | <b>361,329</b>          | <b>144,984</b>          | <b>579,974</b>           |
|                                               | Expense                                                  | 361,329                 | 144,984                 | 579,974                  |
|                                               | <b>Drainage Maintenance Section</b>                      | <b>86,611</b>           | <b>81,297</b>           | <b>325,185</b>           |
|                                               | Expense                                                  | 86,611                  | 81,297                  | 325,185                  |
|                                               | <b>Heavy Plant &amp; Equipment Section</b>               | <b>(472,776)</b>        | <b>(165,444)</b>        | <b>(661,820)</b>         |
|                                               | Expense                                                  | (409,140)               | (152,445)               | (609,820)                |
|                                               | Income                                                   | (63,636)                | (12,999)                | (52,000)                 |
|                                               | <b>Livestock Selling Centre Operations Section</b>       | <b>(39,647)</b>         | <b>(24,600)</b>         | <b>(98,422)</b>          |
|                                               | Expense                                                  | 78,191                  | 116,766                 | 467,058                  |
|                                               | Income                                                   | (117,838)               | (141,366)               | (565,480)                |
|                                               | <b>Parks &amp; Reserves Maintenance Section</b>          | <b>150,333</b>          | <b>251,484</b>          | <b>1,006,010</b>         |
|                                               | Expense                                                  | 150,333                 | 253,233                 | 1,013,010                |
|                                               | Income                                                   | 0                       | (1,749)                 | (7,000)                  |
|                                               | <b>Private Works Section</b>                             | <b>5,245</b>            | <b>(1,251)</b>          | <b>(5,000)</b>           |
|                                               | Expense                                                  | 5,176                   | 3,750                   | 15,000                   |
|                                               | Income                                                   | 68                      | (5,001)                 | (20,000)                 |
|                                               | <b>Road Maintenance Section</b>                          | <b>432,521</b>          | <b>450,858</b>          | <b>1,803,534</b>         |
|                                               | Expense                                                  | 432,521                 | 450,858                 | 1,803,534                |

Contracts and Tenders**CONTRACTS AWARDED AND TENDERS ADVERTISED  
FOR JULY 2010 TO SEPTEMBER 2010****JULY 2010****Contracts Awarded**

| <b>Contract No.</b>       | <b>Description</b> | <b>Contractor</b> | <b>Value \$<br/>(excluding GST)</b> |
|---------------------------|--------------------|-------------------|-------------------------------------|
| No Contracts were awarded |                    |                   |                                     |

**Tenders Advertised**

| <b>Tender No.</b> | <b>Description</b>              | <b>Closing Date</b> |
|-------------------|---------------------------------|---------------------|
| 1013              | Mechanical Services Maintenance | 30/7/10             |
| 1014              | Recruitment Services            | 30/7/10             |

**AUGUST****Contracts Awarded**

| <b>Contract No.</b> | <b>Description</b>              | <b>Contractor</b>  | <b>Value \$<br/>(excluding GST)</b> |
|---------------------|---------------------------------|--------------------|-------------------------------------|
| 1011                | Annual Supply of Concrete Works | Panel of suppliers | Schedule of Rates                   |

**Tenders Advertised**

| <b>Tender No.</b> | <b>Description</b>       | <b>Closing Date</b> |
|-------------------|--------------------------|---------------------|
| 1017              | Botanic Gardens Footpath | 28/8/10             |

**SEPTEMBER****Contracts Awarded**

| <b>Contract No.</b> | <b>Description</b>                            | <b>Contractor</b>                                                                                           | <b>Value \$<br/>(excluding GST)</b> |
|---------------------|-----------------------------------------------|-------------------------------------------------------------------------------------------------------------|-------------------------------------|
| 1016                | Bulk Fuel, Fuel Card Purchases and Lubricants | Bulk Fuel–<br>Chisholm Petroleum<br>Fuel Cards – BP &<br>Caltex (light fleet);<br>Lubricants -<br>Valvoline | Schedule of Rates                   |

**Tenders Advertised**

| <b>Tender No.</b> | <b>Description</b>       | <b>Closing Date</b> |
|-------------------|--------------------------|---------------------|
| 1021              | Bituminous Sealing Works | 20/10/10            |

**Proposal**

That Council consider the report as detailed herein and receive the report as provided.

**Financial and Other Resource Implications**

The Quarterly Finance Report and financial matters affecting the budget performance of Council are detailed in this report.

**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.

**Communication Strategy / Consultation**

The community engagement strategy has followed the recommendations of the Colac Otway Shire Council Community Engagement Policy of January 2010, which details five levels of engagement – inform, consult, involve, collaborate and empower.

The method selected was consult. The review of the Council Plan and 2010-2013 Budget both involved a consultation period of 6 weeks prior to Council adopting the documents.

**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 first quarter of the 2010-2011 year.

**Attachments**

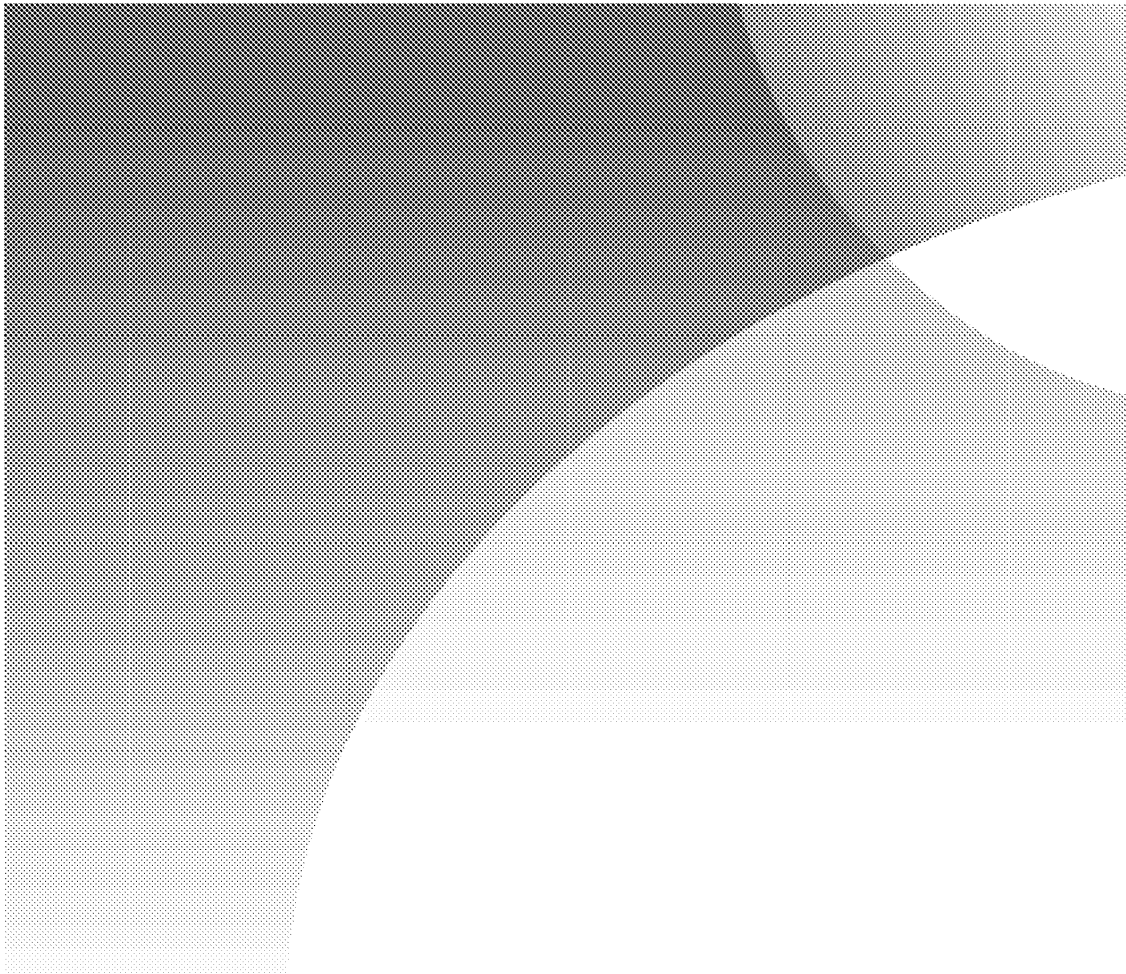
- 1. Interplan Quarterly Performance Report

**Recommendation(s)**

***That Council receives for information the first quarter Performance Report for the three months ending 30 September 2010.***

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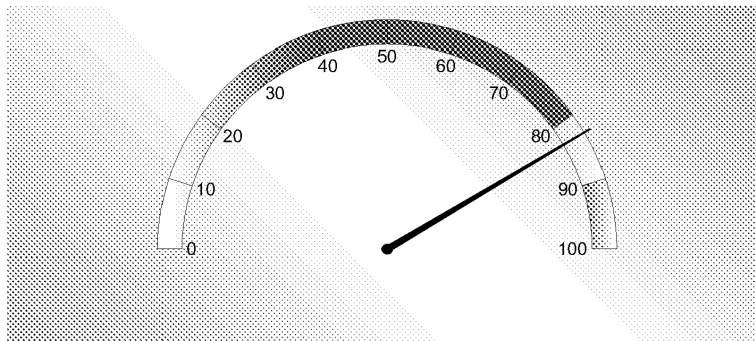


## *Quarterly Council Plan Progress Report*

*Period: 01/07/10 - 30/09/10*

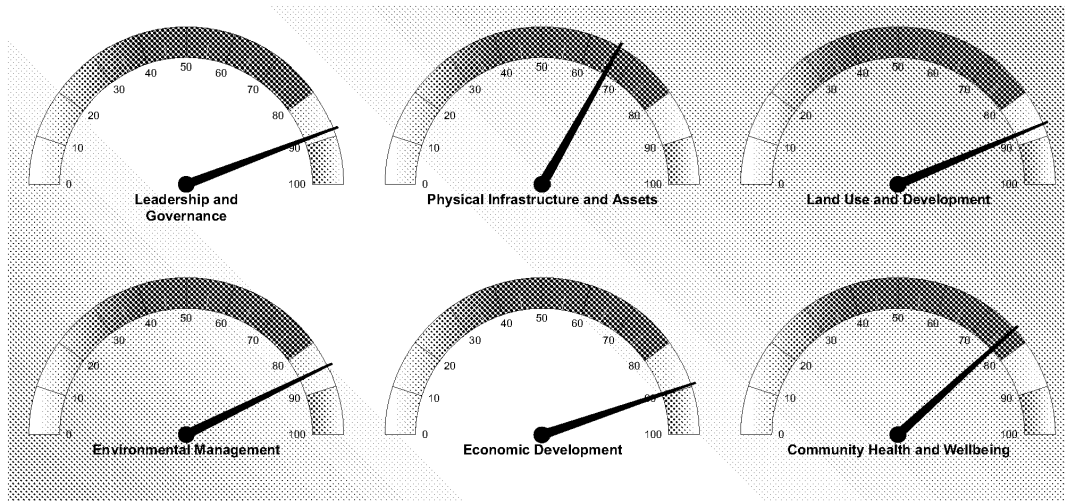


Quarterly Progress against Council Plan Actions



| Description  | Indicator |
|--|-----------|
| 135 Council Plan Actions reported on                 |           |
| 105 Council Plan Actions at least 90% of target      |           |
| 0 Council Plan Actions between 70% and 90% of target |           |
| 30 Council Plan Actions less than 70% of target      |           |
| 0 Council Plan Actions with no target set & ongoing  |           |

Overall Progress against Key Result Areas in Council Plan



| KEY RESULT AREA                       | NO. OF COUNCIL PLAN ACTIONS REPORTED | NO. OF ACTIONS AT LEAST 90% OF TARGET | NO. OF ACTIONS BETWEEN 70 & 90% OF TARGET | NO. OF ACTIONS LESS THAN 70% OF TARGET | NUMBER OF ONGOING ACTIONS | ACTIONS WITH NO TARGET |
|---------------------------------------|--------------------------------------|---------------------------------------|---|--|---------------------------|------------------------|
|                                       |                                      |                                       |   |  |                           |                        |
| 1. Leadership and Governance          | 33                                   | 28                                    | 0   | 5                                      | 0                         | 0                      |
| 2. Physical Infrastructure and Assets | 19                                   | 11                                    | 0   | 8                                      | 0                         | 0                      |
| 3. Land Use and Development           | 19                                   | 16                                    | 0   | 3                                      | 0                         | 0                      |
| 4. Environmental Management           | 18                                   | 14                                    | 0   | 4                                      | 0                         | 0                      |
| 5. Economic Development               | 23                                   | 20                                    | 0   | 3                                      | 0                         | 0                      |
| 6. Community Health and Wellbeing     | 23                                   | 16                                    | 0   | 7                                      | 0                         | 0                      |





### Top 12 Council Plan Actions



Less than 70% of Action target achieved



Between 70% and 90% of Action target achieved



At least 90% of Action target achieved

| ACTION  | EXECUTIVE COMMUNITY   | BUSINESS UNIT                              | COMPLETION DATE | PROGRESS |
|---|---|--|-----------------|----------|
| <b>Key Result Area:</b> 1 Leadership and Governance   |   |  |                 |          |
| <b>Council Plan Objective:</b> 1.1 Fulfil leadership, statutory & legal obligations to community & staff in a fair, ethical, inclusive, sustainable and financially responsible way to meet current & future needs & practical aspirations  |   |  |                 |          |
| <b>Council Plan Strategy:</b> 1.1.3 Provide responsible financial management.   |   |  |                 |          |
| 1.1.3.4 Develop a ten year financial plan that is integrated with Council's Asset Management Strategy.  | A process to commence the preparation of a Long Term Financial Plan has commenced. Further discussions to occur in October 2010.  | Corporate & Community Services GM's Office | 30/06/2011      |          |
| <b>Council Plan Strategy:</b> 1.1.7 Provide a fair, safe and healthy work environment.  |   |  |                 |          |
| 1.1.7.1 Review Council Offices and Staff Accommodation to ensure appropriate space is provided to accommodate staff.  | Planning is well in hand for the Sustainable Planning and Development to occupy part of the existing library building and for Community Health and Community Services to be located from Murray Street to Rae Street. | Chief Executive Office                     | 30/06/2011      |          |
| <b>Key Result Area:</b> 2 Physical Infrastructure and Assets  |   |  |                 |          |
| <b>Council Plan Objective:</b> 2.1 Council will provide and maintain Council infrastructure and assets that meet community needs now and in the future.   |   |  |                 |          |
| <b>Council Plan Strategy:</b> 2.1.1 Ensure infrastructure development, renewal and maintenance plans address current and forecast community needs.  |   |  |                 |          |
| 2.1.1.4 Develop a 10 year capital works and major projects program according to adopted priorities.   | New budget requests submitted are due in November 2010 and will be included for prioritisation within the program.  | Capital Works                              | 30/06/2011      |          |
| <b>Council Plan Strategy:</b> 2.1.2 Implement and manage Colac Otway Shire's Road Management Plan.  |   |  |                 |          |
| 2.1.2.2 Continue active participation and involvement in the STEP Asset Management Program with the Municipal Association of Victoria.  | Council continues its involvement in the Municipal Association of Victoria's Regional Asset Management Program. Next visit scheduled for 5 October 2010.  | Sustainable Assets                         | 30/06/2011      |          |
| <b>Key Result Area:</b> 3 Land Use and Development  |   |  |                 |          |
| <b>Council Plan Objective:</b> 3.1 Engage, plan & make decisions about land use & development that takes into account Council's regulatory role, diverse geography, social, community, economic & environmental impacts now & in the future |   |  |                 |          |
| <b>Council Plan Strategy:</b> 3.1.1 Ensure a partnership approach to land use planning that reflects the needs, values and aspirations of the community.  |   |  |                 |          |





Colac Otway Shire Council **QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jul to Sep)**

| ACTION  | EXECUTIVE COMMENTS  | BUSINESS UNIT                  | COMP DATE  | PROGRESS |
|---|---|--------------------------------|------------|----------|
| 3.1.1.4 Finalise a Rural Living Strategy and implement findings.              | A draft Rural Living Strategy is due to be considered by Council at its October meeting prior to public consultation.   | Planning & Building Services   | 30/06/2012 |          |
| 3.1.1.5 Finalise and implement a car parking study for Colac & Apollo Bay.    | A draft Car Parking Strategy for Colac and Apollo Bay has been received from the consultant by officers, and will be considered by Council for public exhibition late in 2010.  | Planning & Building Services   | 31/12/2012 |          |
| <b>Key Result Area:</b>   | 4 Environmental Management  |                                |            |          |
| <b>Council Plan Objective:</b>  | 4.1 Council will protect and enhance the environment entrusted to us, demonstrate efficient use of natural resources and minimise climate change impacts.   |                                |            |          |
| <b>Council Plan Strategy:</b>   | 4.1.1 Develop a coordinated approach to managing environmental issues across all Council activities.  |                                |            |          |
| 4.1.1.2 Implementation of the Environment Strategy.                           | The implementation of the strategy relies on the development of two year action plans. The 2010-2012 Environment Action Plan was received by Council at the September 2010 Council meeting. The plan sets 85 actions that aim to achieve the 41 targets in the strategy.  | Environment & Community Safety | 30/06/2011 |          |
| <b>Council Plan Strategy:</b>   | 4.1.6 Minimise, recycle and manage residential waste.   |                                |            |          |
| 4.1.6.4 Implement the Waste Management Plan and new contractual arrangements. | After an elaborate tendering process the successful waste contractors have been selected by the Council. Council resolved to adopt the three bin waste collection system for efficiency and ease of operation. The distribution of new recycling bins and garbage bins was completed between 16 August - 3 September 2010. The new waste collection contract commenced on 6 September 2010. | Major Contracts                | 31/12/2010 |          |
| <b>Key Result Area:</b>   | 5 Economic Development  |                                |            |          |
| <b>Council Plan Objective:</b>  | 5.1 Council is committed to facilitating a healthy and resilient economy through effective leadership, advocacy, and partnership.   |                                |            |          |
| <b>Council Plan Strategy:</b>   | 5.1.3 Support local business to develop and succeed.  |                                |            |          |





Colac Otway Shire Council **QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jul to Sep)**

| ACTION   | EXECUTIVE COMMENTS  | BUSINESS UNIT  | COMP DATE  | PROGRESS  |
|--|---|--|------------|---|
| 5.1.3.1 Develop a Master Plan to support the redevelopment of the Colac Central Business District streetscape including traffic management, parking and the Memorial Square.     | Funding agreement being renegotiated with Regional Development Victoria (RDV) to enable expanded program to be properly addressed, taking into consideration additional elements introduced as project has developed. This will be a difficult process as the initial funding provided is through a State Government funding program ceased on 30 June 2010. In addition, the initial timeframes are not achievable, which has been acknowledged by all parties to the original agreement. Meetings have been conducted with RDV at a Regional Manager and Executive level to work through the issues involved. The General Manager Sustainable Planning and Environment and the Chief Executive Officer will meet with the Executive Director level of RDV, if required, to ensure that the issues involved are considered at the highest level available. | Sustainable Planning & Development<br>GM's Office  | 30/06/2011 |    |
| <b>Council Plan Strategy:</b>  |   | 5.1.5 Participate in regional and Shire based marketing and promotion initiatives designed to promote 'brand awareness' of the Colac Otways and Great Ocean Road region.                                     |            |   |
| 5.1.5.4 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. | Colac Visitor Information Centre (VIC) renovations and minor improvement to the Great Ocean Road VIC completed. Collaborated with Otways Tourism (OT) to enable OT Staff to relocate to VICs to improve relationship between industry and visitor services.   | Economic Development   | 30/06/2011 |  |
| <b>Key Result Area:</b>  |   | 6 Community Health and Wellbeing   |            |   |
| <b>Council Plan Objective:</b>   |   | 6.1 Promote community health & wellbeing in partnership with other health services to provide a broad range of customer focussed health, recreation, cultural & community amenities, services and facilities |            |   |
| <b>Council Plan Strategy:</b>  |   | 6.1.1 Provide, facilitate or advocate for a range of health, recreation, community services and facilities.  |            |   |



Colac Otway Shire Council **QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jul to Sep)**

| ACTION   | EXECUTIVE COMMENTS   | BUSINESS UNIT                 | DATE DUE   | PROGRESS  |
|--|--|-------------------------------|------------|---|
| 6.1.1.20 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. | The Colac Community Library and Learning Centre is complete and due to be officially opened in October 2010. The Events Unit is developing the opening as a major community event. Other work under consideration for the Beechy Precinct includes projects at Central Reserve (redevelopment of the Youth Club, Oval and Grand Stand) and Bluewater Fitness Centre (Federal election commitment for Stadium redevelopment). | Recreation, Arts and Culture  | 30/06/2011 |  |
| <b>Council Plan Strategy:</b> 6.1.3 Adopt a partnership approach to addressing the current and future health and wellbeing needs of the community.   |  |                               |            |   |
| 6.1.3.23 Implement and promote the Municipal Public Health Plan.   | Work on the Municipal Public Health Plan is about to recommence. Final draft of Municipal Public Health Plan is to be presented to Council for endorsement prior to June 2010.   | Health and Community Services | 30/06/2011 |  |



### Council Plan Actions



Less than 70% of Action target achieved



Between 70% and 90% of Action target achieved



At least 90% of Action target achieved

| ACTIVITY   | INITIATIVE/PROGRAMS  | BUSINESS UNIT                              | COMPL. DATE | PROGRESS    |
|--|--|--|-------------|-------------|
| <b>Key Result Area:</b> 1 Leadership and Governance  |  |  |             |             |
| <b>Council Plan Objective:</b> 1.1 Fulfill leadership, statutory & legal obligations to community & staff in a fair, ethical, inclusive, sustainable and financially responsible way to meet current & future needs & practical aspirations.   |  |  |             |             |
| <b>Council Plan Strategy:</b> 1.1.1 Lead the community in responding to the current and long term sustainability challenges facing the municipality.   |  |  |             |             |
| 1.1.1.2 Review and where possible, simplify Council's Local Laws.  | Further discussion to take place on clauses within the General Local Law.  | Corporate & Community Services GM's Office | 30/06/2011  | No Progress |
| 1.1.1.3 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. Participate in the G21 Regional Land Use Plan. | G21 Regional Land Use Plan has been initiated and staff are actively participating in this plan.                       | Chief Executive Office                     | 30/06/2011  |             |
| 1.1.1.3 Review of Council's Policies.  | Further revised policies were adopted by Council in August 2010. Balance of policies to be reviewed.                   | Corporate & Community Services GM's Office | 30/06/2011  |             |
| <b>Council Plan Strategy:</b> 1.1.2 Improve community engagement to ensure open, accessible, transparent planning and decision making.   |  |  |             |             |
| 1.1.2.2 Continuously improve and implement Council's Community Engagement Policy, Procedure and Toolkit.   | Review conducted with Management staff on engaging our communities better. Report to be prepared for Council agreement | Chief Executive Office                     | 30/06/2011  |             |
| 1.1.2.3 Conduct community forums throughout the Shire.   | Community forums held to consult on parking strategies, rural living zones and Birregurra and Forrest structure plans. | Chief Executive Office                     | 30/06/2011  |             |
| <b>Council Plan Strategy:</b> 1.1.3 Provide responsible financial management.  |  |  |             |             |





Colac Otway Shire Council **QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jul to Sep)**

| ACTION   | EXECUTIVE COMMENTS   | BUSINESS UNIT                              | COMP DATE  | PROGRESS |
|--|--|--|------------|----------|
| 1.1.3.1 Facilitate a strategic and integrated approach for grants applications which ensures alignment with the Council Plan and Budget.   | An upgraded grants data base has been implemented and assistance sought from Finance for Project Managers to expedite project acquittals. Grants Report 2009/10 finalised. \$3,094,716m achieved.  | Economic Development                       | 30/06/2011 |          |
| 1.1.3.2 Secure multiple grants for major projects, where possible, to reduce Council's matching contribution from other than rate revenue.   | As previously noted the grants data base has been upgraded. A grants process has also been set up and staff are fully aware of grant opportunities and processes.  | Economic Development                       | 30/06/2011 |          |
| 1.1.3.4 Develop a ten year financial plan that is integrated with Council's Asset Management Strategy.   | A process to commence the preparation of a Long Term Financial Plan has commenced. Further discussions to occur in October 2010.   | Corporate & Community Services GM's Office | 30/06/2011 |          |
| 1.1.3.4 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. | The first of 4 Audit Committee meetings for the 2010/11 financial year have been held. As a result of the Risk Analysis performed by the internal auditors, the audit plan has been refined to address any risks identified as part of the analysis. Further, draft Audit Plans are being prepared for the 2010/11 year programme. | Finance & Customer Service                 | 30/06/2011 |          |
| 1.1.3.13 Introduce the revised Procurement Policy and Council's Tendering & Contracting Procedures to ensure cost efficiency and transparency.   | Implementation of the policy and procedures has commenced.   | Finance & Customer Service                 | 30/06/2011 |          |
| <b>Council Plan Strategy:</b>  |  |  |            |          |
| 1.1.4 Continuously improve the services directly provided by Council.  |  |  |            |          |
| 1.1.4.3 Carry out continuous improvement reviews on Council operations and implement the prescribed actions.   | Systems reviews are continuing at a good rate with Council's systems and process review group considering Business Excellence as the way forward when reviewing business performance and processes.  | Organisational Support and Development     | 30/06/2011 |          |






Colac Otway Shire Council QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jul to Sep)

| ACTION   | EXECUTIVE COMMENTS  | BUSINESS UNIT                         | COMP DATE  | PROGRESS  |
|--|---|---------------------------------------|------------|---|
| 1.1.4.3 Improve Council's Customer Service capability to increase customer satisfaction.   | Several activities have been undertaken to improve the consistency and capability of the organisation to deliver customer service to both the community and the organisation. These activities include:<br># Attendance of Customer Service representative at Executive to raise the profile of customer service and to engrain the recognition of customer service as an organisational activity.<br># Review of Council's MERIT System.<br># Inclusion of Customer Service representatives in the interview process for all customer service related positions.<br># Representatives of Customer Service attending departmental and inter-departmental meetings to raise the profile of customer service. | Finance & Customer Service            | 30/06/2011 |    |
| 1.1.4.4 Actively promote the delivery of responsive customer service across the organisation.  | Several strategies are being employed from both a Business Unit and an organisational perspective to further enhance the delivery of responsive service to both internal and external customers.  | Finance & Customer Service            | 30/06/2011 |  |
| <b>Council Plan Strategy:</b> 1.1.5 Advocate for improved infrastructure, services and utilities provided to our community by other organisations or levels of Government. |   |                                       |            |   |
| 1.1.5.1 Advocate and influence the development of water authorities' water supply demand policies and strategies.  | Council will advocate as opportunities arise and as required.   | Infrastructure & Services GM's Office | 30/06/2011 | No Progress   |



Colac Otway Shire Council **QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jul to Sep)**

| ACTION   | EXECUTIVE COMMENTS   | BUSINESS UNIT                                     | COMP DATE  | PROGRESS  |
|--|--|---|------------|---|
| 1.1.5.1 Advocate for appropriate fire prevention activities in the Great Otway National park and other public land.                                    | Working with the Municipal Association of Victoria, Country Fire Authority, Department of Sustainability and Environment and all other relevant parties on the many issues facing Council with regard to our fire and Emergency Management responsibilities. There will be increased obligations placed on Council as a result of the February 2009 Victorian bushfires and the Final Report from the Bushfire Royal Commission. We are playing a strong leading role in this matter and Colac Otway Shire is well placed going forward.                 | Sustainable Planning & Development<br>GM's Office | 30/06/2011 |    |
| 1.1.5.2 Advocate for increased State Government recognition and funding as compensation for the Shire's larger than average area of non-rateable land. | Staff are actively supporting initiatives to argue the case for greater Grant funding to rural shires, such as Colac Otway Shire, through three initiatives, being: support for a lobby group of the National Rural shires earning more than 100 million dollars in primary produce per annum, organising for greater road grants and an initiative with VECCI (Victorian Employers' Chamber of Commerce and Industry), VFF (Victorian Farmers Federation) and the MAV (Municipal Association of Victoria, and the MAV's Sustainable Councils Programme. | Chief Executive Office                            | 30/06/2011 |    |
| 1.1.5.3 Advocate for appropriate State and Federal Government funding for community priorities.  | Actively participating in lobbying for both State and Federal elections, with commitments to the duplication of the Princes Highway, extensions to Bluewater Fitness Centre basketball courts and the possibility of a Trade Training Centre resulting from the Federal election. Good progress has also been made with State grants being well received.  | Chief Executive Office                            | 30/06/2011 |  |





Colac Otway Shire Council **QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jul to Sep)**

| ACTION  | EXECUTIVE COMMENTS  | BUSINESS UNIT                          | COMP DATE  | PROGRESS |
|---|---|--|------------|----------|
| 1.1.5.4 Participate in G21 and Great South Coast resource sharing forums and negotiations on regional strategic objectives.   | Completed the GSC (Great South Coast) Regional Strategic Plan and are now committed to the actions in the Plan. We will be participating in several subregional initiatives with GSC and are actively pursuing a number of initiatives with G21, including the Regional Land Use Strategy, TLC 3 planning and active involvement in all pillars.      | Chief Executive Office                 | 30/06/2011 |          |
| <b>Council Plan Strategy:</b> 1.1.6 Attract and retain quality staff.   |   |  |            |          |
| 1.1.6.4 Negotiate the fifth Colac Otway Shire Enterprise Agreement.   | The Colac Otway Shire Enterprise Agreement 2010 was approved by Fair Work Australia on 14 September 2010, with the agreement coming into effect on 1 October 2010. The negotiating period was successful and all parties contributed to a positive outcome for employees and employer.  | Organisational Support and Development | 30/06/2011 |          |
| 1.1.6.5 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". | Council has just reviewed our school based traineeships for 2010 with a view to enhancing training and employment opportunities for local youth in the 2010/11 period and, in particular, the 2011 school year. Council again participated in the local Careers Expo in September 2010, with more interaction for student and community participants. | Organisational Support and Development | 30/06/2011 |          |
| <b>Council Plan Strategy:</b> 1.1.7 Provide a fair, safe and healthy work environment.  |   |  |            |          |
| 1.1.7.1 Review Council Offices and Staff Accommodation to ensure appropriate space is provided to accommodate staff.  | Planning is well in hand for the Sustainable Planning and Development to occupy part of the existing library building and for Community Health and Community Services to be located from Murray Street to Rae Street.   | Chief Executive Office                 | 30/06/2011 |          |
| 1.1.7.4 Enhance and implement the corporate occupational health and safety systems (SafetyMap) and ensure ongoing compliance with all relevant regulations.                       | Councils SafetyMap audit was conducted 9-12 August 2010 with a number of corrective action reports received which are being actioned by Council officers to ensure reaccreditation.   | Organisational Support and Development | 30/06/2011 |          |
| <b>Council Plan Strategy:</b> 1.1.8 Continuously improve operational systems, processes and minimise risk.  |   |  |            |          |

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Colac Otway Shire Council **QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jul to Sep)**

| ACTION   | EXECUTIVE COMMENTS  | BUSINESS UNIT                          | COMP DATE  | PROGRESS |
|--|---|--|------------|----------|
| 1.1.8.2 Develop and implement Council's Information Services disaster recovery environment.  | There are five separate elements involved in finalising this work. We have ordered all the requisite equipment and will be looking to complete the build by the end of October 2010.  | Information Services                   | 30/06/2011 |          |
| 1.1.8.2 Seek opportunities for sharing of resources and expertise across the region.   | The organisation's Systems Review Team is examining operational processes and policy to minimise operational risks and improve efficiencies. Council is actively participating, where appropriate, in Municipal Association of Victoria shared initiatives and any opportunities that occur with either G21 or Great South Coast. | Chief Executive Office                 | 30/06/2011 |          |
| 1.1.8.3 Implement Council's Information Communication Technology strategic plan.   | A full review has been commenced with executive endorsement of the revised plan finalised at the Information System Steering Committee meeting held on 23 September 10. The revised plan will be presented to the Managers meeting in early October 2010 and then released for general comment.                                   | Information Services                   | 30/06/2011 |          |
| 1.1.8.3 Review and update Council's Risk Management Policy and Procedures Manual including compliance audits.  | Council's Risk Management Policy was reviewed and adopted in late 2009 and is now being implemented through a range of processes which include revised audits of procedures and practices.  | Organisational Support and Development | 30/06/2011 |          |
| 1.1.8.5 Implement the Systems and Processes Review project to ensure that systems and processes are operating effectively and providing support to eliminate risk. | Council's Systems and Processes Review group has been reviewing processes for project management and business excellence. The group has recently been working with all managers to integrate improved processes across the organisation.  | Organisational Support and Development | 30/06/2011 |          |
| <b>Council Plan Strategy:</b>  | 1.1.9 Communicate regularly, effectively and honestly with the community.   |  |            |          |



Colac Otway Shire Council **QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jul to Sep)**

| ACTION  | EXECUTIVE COMMENTS   | BUSINESS UNIT                                  | COMP DATE  | PROGRESS  |
|---|--|--|------------|---|
| 1.1.9.5 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. | Regular media updates and information packages are produced and a consideration of how we can better communicate with the community about the things that we do is under consideration.  | Chief Executive Office                         | 30/06/2011 |    |
| 1.1.9.6 Ensure Colac Otway Shire's website is accessible, easy to navigate, utilises appropriate web technologies and contains relevant and up-to-date information.                               | While the website is regularly updated (at least several times a week), we do not have sufficient human resources to recognise the website's full potential. The website is also limited by its ageing Content Management System (CMS). The communications and Information Technology teams are working together to ascertain Council's web needs and the possibility of participating in a group purchase of a new CMS to enable participating councils to better utilise web 2.0 technology and improve their web presence. Failure to secure funding for a web upgrade at budget was disappointing. We are continuing to keep information up to date. | Chief Executive Office                         | 30/06/2011 |    |
| <b>Council Plan Strategy:</b> 1.1.10 Meet our statutory obligations for community safety, security and responses to emergency situations.   |  |  |            |   |
| 1.1.10.1 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.   | Annual review underway and an awareness training and readiness program currently being put in place. Good progress has been achieved in this area.   | Sustainable Planning & Development GM's Office | 30/06/2011 |  |
| 1.1.10.6 Implement the Domestic Animal Management Plan.   | Council continues to carry out its obligations in accordance with the Domestic Animal Management Plan. Recent achievements include the completion of the 2010/2011 Animal Registrations process which has resulted in a significant increase in the number of animals registered in the Shire.   | Environment & Community Safety                 | 30/06/2011 |  |



Colac Otway Shire Council **QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jul to Sep)**

| ACTION   | EXECUTIVE COMMENTS   | BUSINESS UNIT                  | COMP DATE  | PROGRESS |
|--|--|--------------------------------|------------|----------|
| 1.1.10.7 Implement the Municipal Fire Prevention Plan.   | The Municipal Fire Prevention Plan is being implemented effectively. A review has started to ensure the plan is up to date. Preparation has started for the implementation of the fire inspection process which begins in November.  | Environment & Community Safety | 30/06/2011 |          |
| 1.1.10.8 Establish integrated fire management practices and endorse Township Protection Plans and neighbourhood Safer Places where appropriate.                            | Council continues to work in partnership with the CFA (Country Fire Authority) and DSE (Department of Sustainability and Environment) to develop township protection plans for high risk towns in the region. It is expected that the nine township protection plans endorsed in 2009 will be updated in a new format and that two new plans will be developed by the end of 2010. | Environment & Community Safety | 30/06/2011 |          |
| <b>Key Result Area:</b> 2: Physical Infrastructure and Assets  |  |                                |            |          |
| <b>Council Plan Objective:</b> 2.1: Council will provide and maintain Council infrastructure and assets that meet community needs now and in the future.                   |  |                                |            |          |
| <b>Council Plan Strategy:</b> 2.1.1 Ensure infrastructure development, renewal and maintenance plans address current and forecast community needs.                         |  |                                |            |          |
| 2.1.1.1 Plan and implement infrastructure projects that transform townships and promote economic development and community strengthening.                                  | Small Town Improvement Program grants allocated. Project planning underway. Staff also working with State and Federal grants to match local contribution.  | Economic Development           | 30/06/2011 |          |
| 2.1.1.3 Review and implement Asset Management Plans to ensure that the level of funding for asset development, maintenance and upgrade meets the community's expectations. | Draft Asset Management Strategy finalised and has been presented to the Asset Management Steering Group for their comment. Group to review Action Plan. Once review is complete, draft Strategy will be presented to the Executive Management Team for endorsement in late October 2010.   | Sustainable Assets             | 30/06/2011 |          |
| 2.1.1.4 Develop a 10 year capital works and major projects program according to adopted priorities.  | New budget requests submitted are due in November 2010 and will be included for prioritisation within the program.   | Capital Works                  | 30/06/2011 |          |



| Colac Otway Shire Council  |  | QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jul to Sep)  |            |             |
|--|--|--|------------|-------------|
| ACTION   | EXECUTIVE COMMENTS   | BUSINESS UNIT  | COMP DATE  | PROGRESS    |
| 2.1.1.5 Review the 10 year capital works and major projects program annually.  | The review will be undertaken during December 2010/January 2011 once new budget requests have been received.   | Capital Works  | 30/06/2011 | No Progress |
| <b>Council Plan Strategy:</b>  |  | 2.1.2 Implement and manage Colac Otway Shire's Road Management Plan                            |            |             |
| 2.1.2.1 Develop a Strategic Footpath Plan for Colac.   | A draft plan has been developed.   | Capital Works  | 30/06/2011 |             |
| 2.1.2.1 In line with the Road Management Act 2004 requirements, review and update Colac Otway Shire's Road Management Plan.            | The Road Management Plan was previously updated and reported to Council in June 2009. Council is legally required to review the plan for every term of Council (4 years). However, Council will undertake interim reviews on a regular basis. The next interim review is scheduled to be undertaken after two years and is not scheduled to start until the beginning of 2011. | Infrastructure & Services GM's Office  | 30/06/2011 | No Progress |
| 2.1.2.2 Continue active participation and involvement in the STEP Asset Management Program with the Municipal Association of Victoria. | Council continues its involvement in the Municipal Association of Victoria's Regional Asset Management Program. Next visit scheduled for 5 October 2010.   | Sustainable Assets   | 30/06/2011 |             |
| 2.1.2.2 Review and implement the Strategic Footpath Plan for Apollo Bay.   | A Draft review has been completed.   | Capital Works  | 30/06/2011 |             |
| <b>Council Plan Strategy:</b>  |  | 2.1.3 Manage Council's buildings and facilities in a responsible, safe and sustainable manner. |            |             |



Colac Otway Shire Council **QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jul to Sep)**

| ACTION   | EXECUTIVE COMMENTS  | BUSINESS UNIT   | COMP DATE  | PROGRESS    |
|--|---|---|------------|-------------|
| 2.1.3.1 Develop a Land Rationalisation Program.  | The Asset Management Steering Group has been established and has formally met for the first time on 30 Sept 2010. The group considered the Draft Asset Management Action Plan regarding the Development of an Asset Rational Policy and Framework, which would include land assets. There is no external funding to undertake this review and so it is intended to be undertaken internally with a scheduled completion date of March 2014. | Infrastructure & Services GM's Office   | 30/06/2013 |             |
| 2.1.3.2 Develop a Building Rationalisation Program.  | The Asset Management Steering Group has been established and has formally met for the first time on 30 Sept 2010. The group considered the Draft Asset Management Action Plan regarding the Development of a Building Rationalisation Program. There is no external funding to undertake this review and so it is intended to be undertaken internally with a scheduled completion date of March 2014.                                      | Infrastructure & Services GM's Office   | 30/06/2012 | No Progress |
| 2.1.3.2 Develop Building Assets Management Plan and implement according to adopted priorities. | Draft Building Asset Management Plan is presently being reviewed by Council's Regional Asset management Coordinator.  | Sustainable Assets  | 30/06/2011 |             |
| <b>Council Plan Strategy:</b>  |   | 2.1.4 Improve local and regional transport networks to ensure safety and accessibility. |            |             |
| 2.1.4.1 Advocate for duplication of the Princes Highway from Winchelsea to Colac.              | Lobbying during the federal selection saw bipartisan support for the Princes Highway duplication from Winchelsea to Colac. We are led to believe that in spite of a minority government at the federal level that this commitment will be met. This gives a better than 50% assurance for the work's having secured 50% of the funding.   | Chief Executive Office  | 30/06/2011 | No Progress |






Colac Otway Shire Council **QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jul to Sep)**

| ACTION   | EXECUTIVE COMMENTS   | BUSINESS UNIT                         | COMP DATE  | PROGRESS |
|--|--|---------------------------------------|------------|----------|
| 2.1.4.1 Advocate for strategic transport initiatives.  | Lack of Rail Transport between Geelong and Colac raised as part of the G21 Transport Pillar. Letter written from G21 Chair (Elaine Carbines) to Minister of Transport, The Hon Martin Pakula. Meeting with VicRoads Cluster Visit 1 October in Torquay where strategic transport activities will be raised.  | Infrastructure & Services GM's Office | 30/06/2011 |          |
| 2.1.4.2 Advocate for further improvements to the Princes Highway from Colac to the South Australian border.  | Good progress in advocating for these works will be continued through the State Election period. This is a priority in both the G21 regional plan and the Great South Coast Regional Strategic Plan. VicRoads has completed planning work for 21 passing lanes but to date only 3 have been completed. Frequent meetings are held with VicRoads where this issue is always discussed. Further progress is reliant on Budget allocations. | Chief Executive Office                | 30/06/2011 |          |
| 2.1.4.3 In partnership with VicRoads identify options and plan for alternative road access through or around Colac, particularly relating to freight movement. | Draft Consultants Brief has been developed and forwarded to Key Stakeholders for comment. Proposed to advertise Consultants Brief on Saturday 2 October 2010.  | Infrastructure & Services GM's Office | 30/06/2011 |          |
| 2.1.4.4 Advocate for improved commuter Rail Services and safe Railway Crossings.   | Council is currently developing a service level agreement for the road/rail interface.   | Infrastructure & Services GM's Office | 30/06/2011 |          |
| 2.1.4.5 Implement the parts of the G21 Transport Plan relevant to Colac Otway Shire.   | Advocating for Improvements to Princes Highway duplication between Colac and Winchelsea. Commitment given from both sides of politics as part of the election commitment.  | Infrastructure & Services GM's Office | 30/06/2011 |          |
| <b>Council Plan Strategy:</b>  | 2.1.5 Ensure environmental risks are adequately addressed for Council infrastructure works, including impacts of climate change.   |                                       |            |          |



Colac Otway Shire Council **QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jul to Sep)**

| ACTION   | EXECUTIVE COMMENTS  | BUSINESS UNIT  | COMP DATE  | PROGRESS  |
|--|---|--|------------|---|
| 2.1.5.1 Implement sound procedures to ensure that environmental constraints are adequately considered in the planning and implementation of Council's infrastructure maintenance activities. | Council has appointed an Environmental Officer in the Infrastructure and Services area to assist with the planning and management of Council's Infrastructure maintenance works. A procedure document has been developed to assist with implementing environmental controls. The procedure is being followed, but has yet to be formally endorsed by Council.   | Infrastructure & Services GM's Office  | 30/06/2011 |    |
| 2.1.5.2 Develop a proposed long term management response to sea level rise for Council assets.   | This is an ongoing requirement from Council and will be further progressed when the outcomes of the future Coast Coastal Strategy and the Impact of Sea Level rise are known. Council is currently awaiting the release of the Future Coasts Strategy which should detail areas that will be effected by sea inundation from rises due to Climate change. Once this information is released, Council will then be able to start planning a long term management response to sea level rise. | Infrastructure & Services GM's Office  | 30/06/2013 |    |
| <b>Key Result Area:</b><br><b>Council Plan Objective:</b><br><b>Council Plan Strategy:</b>   |   | 3 Land Use and Development<br>3.1 Engage, plan & make decisions about land use & development that takes into account Council's regulatory role, diverse geography, social, community, economic & environmental impacts now & in the future<br>3.1.1 Ensure a partnership approach to land use planning that reflects the needs, values and aspirations of the community. |            |   |
| 3.1.1.2 Advocate to have Colac Otway Shire included in the State Government urban land monitoring program.   | Officers have advocated for this to occur through the G21 Regional Land Use Plan project. The State Government is considering the request. Council has funded a Colac Commercial Strategy, which will include an industrial land supply/demand assessment, subject to receipt of external matching funding. Officers are currently pursuing options for grant funding.  | Planning & Building Services   | 30/06/2013 |  |








Colac Otway Shire Council **QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jul to Sep)**

| ACTION   | EXECUTIVE COMMENTS  | BUSINESS UNIT                | COMP DATE  | PROGRESS |
|--|---|------------------------------|------------|----------|
| 3.1.1.3 Advocate for more detailed mapping of the Erosion Management Overlay by State Government.  | The need for State Government to fund further improved mapping of the Erosion Management Overlay has been identified in the draft Planning Scheme Review report which will be submitted to State Government in November.  | Planning & Building Services | 30/06/2011 |          |
| 3.1.1.4 Finalise a Rural Living Strategy and implement findings.   | A draft Rural Living Strategy is due to be considered by Council at its October meeting prior to public consultation.   | Planning & Building Services | 30/06/2012 |          |
| 3.1.1.5 Finalise and implement a car parking study for Colac & Apollo Bay.   | A draft Car Parking Strategy for Colac and Apollo Bay has been received from the consultant by officers, and will be considered by Council for public exhibition late in 2010.  | Planning & Building Services | 31/12/2012 |          |
| 3.1.1.6 Finalise and implement Birregurra and Forrest Structure Plans.   | Draft Structure Plans for Forrest and Birregurra have been finalised and will be considered by Council at its October meeting prior to community consultation.  | Planning & Building Services | 31/12/2011 |          |
| 3.1.1.9 In conjunction with the State Government, and subject to external funding, exhibit a Planning Scheme amendment for the Apollo Bay Harbour Master Plan. | State Government funding was received late in September following extensive discussions with various State agencies/departments over a couple of years, providing the impetus for Council to begin preparation of the amendment. The next step over the coming months will be to appoint a project manager to oversee that process. | Planning & Building Services | 30/06/2012 |          |
| <b>Council Plan Strategy:</b>  | 3.1.2 Ensure that responsible planning mechanisms are used to control development in areas potentially affected by climate change.  |                              |            |          |



Colac Otway Shire Council QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jul to Sep)

| ACTION  | EXECUTIVE COMMENTS  | BUSINESS UNIT                                     | COMP DATE  | PROGRESS  |
|---|---|---|------------|---|
| 3.1.2.1 Work with State Government to develop appropriate planning controls that respond to predicted sea level rise. | Ongoing participation in climate change forums and other related initiatives through the Department of Sustainability and Environment and the Future Coasts Working Group to ensure appropriate planning controls are introduced into the operational processes of Council's planning consideration and the Planning Scheme as soon as practicable.   | Sustainable Planning & Development<br>GM's Office | 30/06/2011 |  |
| <b>Council Plan Strategy:</b>   |   |   |            |   |
| 3.1.3 Ensure all Council land use plans and strategies are current and responsive.                                    |   |   |            |   |
| 3.1.3.2 Undertake a four year review of the Planning Scheme.  | The Planning Scheme Review report has been finalised following stakeholder consultation and will be considered by Council at its meeting in October.  | Planning & Building Services                      | 30/06/2011 |  |
| 3.1.3.3 Regularly update and improve the Colac Otway Planning Scheme through Planning Scheme amendments.              | Amendment C58 seeks to implement the Kennett River, Wye River and Separation Creek Structure Plan, and will be the subject of a panel hearing in November. Amendment C12 which updates flood mapping and overlay provisions was finalised in June and forwarded to the Minister in August for approval. Have commenced preparation of an amendment to update the Environmental Significance and Vegetation Protection Overlays based on new Department of Sustainability and Environment mapping. Have sought revised mapping from the Corangamite Catchment Management Authority to enable exhibition of an amendment to introduce the Salinity Management Overlay, and have commissioned further work by geotechnical consultants to enable finalisation of an amendment to update the mapping of the Erosion Management Overlay. | Planning & Building Services                      | 30/06/2011 |  |








Colac Otway Shire Council **QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jul to Sep)**

| ACTION  | EXECUTIVE COMMENTS   | BUSINESS UNIT   | COMP DATE  | PROGRESS    |
|---|--|---|------------|-------------|
| 3.1.3.4 Prepare a Commercial Strategy for Colac.  | Project funded in 2010/11 budget by Council subject to attracting a matching external grant. Have commenced negotiations with Regional Development Victoria for funding under the Blueprint Victoria project.  | Planning & Building Services  | 30/06/2011 | No Progress |
| 3.1.3.5 Undertake a review of future growth options for Apollo Bay.   | Scoping of project and development of project brief finalised. A tender process to engage a suitable consultant to undertake the study has commenced.  | Planning & Building Services  | 30/06/2011 |             |
| <b>Council Plan Strategy:</b>   |  | 3.1.4 Enforce planning and building regulations to meet legislative requirements.   |            |             |
| 3.1.4.1 Implement comprehensive monitoring of the Essential Safety legislative requirements.  | Currently developing a policy to guide Council's prioritisation of enforcement of these requirements. Have completed auditing of all Council owned/managed buildings, and have commenced auditing of the highest risk privately owned buildings.   | Planning & Building Services  | 30/06/2011 |             |
| 3.1.4.3 Implement mechanisms to improve knowledge of building and planning requirements/ responsibilities.  | A web site review group has been established to review provision of web based information. Significant progress has been made. Planning information sheets are being reviewed. A quarterly Planning and Building stakeholder newsletter is under development.  | Planning & Building Services  | 30/06/2011 |             |
| <b>Council Plan Strategy:</b>   |  | 3.1.5 Ensure consistent and timely decision making for building and planning applications that meet Council's policy framework. |            |             |
| 3.1.5.1 Document and continuously improve processes and procedures for assessment and determination of building and planning permit applications. | Significant progress has been made in the documentation of planning processes. There have been several workshops between Planning and Infrastructure over the past three months relating specifically to subdivision. Council has also expressed interest in participating in the recently launched Municipal Association of Victoria STEP Planning Process Improvement Program. | Planning & Building Services  | 30/06/2011 |             |






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| ACTION   | EXECUTIVE COMMENTS   | BUSINESS UNIT                | COMP DATE  | PROGRESS  |
|--|--|------------------------------|------------|---|
| 3.1.5.2 Prepare and develop a more comprehensive Information Kit on building and planning application requirements.  | Planners currently developing a revised set of information checklists and brochures. A small working group has been formed between Economic Development and Planning to deliver a themed set of documents that address commercial oriented development proposals.            | Planning & Building Services | 30/06/2011 |    |
| 3.1.5.3 Provide improved access to building and planning information on Council's website.   | Considerable work has been done to improve the structure and content of the Planning and Building component of the web site. Expect revised content to be uploaded and operational by early 2011.  | Planning & Building Services | 30/06/2011 |    |
| <b>Council Plan Strategy:</b>  |  |                              |            |   |
| 3.1.6 Ensure that environmental risks are adequately addressed for new development and land use.   |  |                              |            |   |
| 3.1.6.1 Work with State Government to develop improved mapping and introduce planning controls that accurately reflect areas known to potentially have acid sulfate soils. | The need for improved mapping has been documented in the Planning Scheme Review report which will be submitted to the State Government in November. Officers are also leading a project in conjunction with other agencies to better map inland acid sulfate soils.          | Planning & Building Services | 30/06/2013 |    |
| 3.1.6.3 Introduce a Salinity Management Overlay to affected areas.   | Council resolved to proceed with an amendment to introduce a Salinity Management Overlay in September 2009 but cannot prepare and exhibit the amendment until revised mapping is provided by the Corangamite Catchment Management Authority.                                 | Planning & Building Services | 30/06/2011 |  |
| 3.1.6.4 Work with State Government to review policies and provisions in fire risk areas as appropriate following the conclusion of the Bushfire Royal Commission.          | The State Government has released its response to the Bushfire Royal Commission findings, and Council will take part in initiatives as opportunities arise. There have been meetings with State Government concerning this issue having regard to the Rural Living Strategy. | Planning & Building Services | 30/06/2011 |  |
| <b>Key Result Area:</b> 4 Environmental Management   |  |                              |            |   |






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| ACTION  | EXECUTIVE COMMENTS  | BUSINESS UNIT   | COMP DATE  | PROGRESS  |
|---|---|---|------------|---|
| <b>Council Plan Objective:</b><br><b>Council Plan Strategy:</b>   |   | 4.1 Council will protect and enhance the environment entrusted to us, demonstrate efficient use of natural resources and minimise climate change impacts.<br>4.1.1 Develop a coordinated approach to managing environmental issues across all Council activities. |            |   |
| 4.1.1.2 Implementation of the Environment Strategy.   | The implementation of the strategy relies on the development of two year action plans. The 2010-2012 Environment Action Plan was received by Council at the September 2010 Council meeting. The plan sets 85 actions that aim to achieve the 41 targets in the strategy.  | Environment & Community Safety  | 30/06/2011 |    |
| 4.1.1.3 Development of annual Action Plans for the Environment Program.   | The 2010-2012 Environment Action Plan has been finalised. The majority of the 85 actions will be carried out by the Environment Unit. These actions form the basis for the Environment Unit's annual business plan. The 2011-2012 plan will recognise these actions and allocate a lead officer for each action to ensure they are completed in a timely fashion.   | Environment & Community Safety  | 30/06/2011 |    |
| <b>Council Plan Strategy:</b>   |   | 4.1.2 Ensure the protection and enhancement of environmental values on Council owned and managed land.  |            |   |
| 4.1.2.1 Develop and implement action plans to manage the threats to environmental assets on Council managed land in accordance with the Environment Strategy 2010-2018. | Works continue on Barongarook Creek to develop the site's aesthetic and environmental values including the development of a wetland, reshaping of the adjacent hillside for recreational purposes and the revegetation of the slope below the Guides Hall. Strategic weed control works are being carried out on an ongoing basis. Further work continues to be undertaken along the Lake Colac foreshore, the Barongarook Covenant property and at the Deepdene Reserve. | Environment & Community Safety  | 30/06/2011 |  |






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| ACTION  | EXECUTIVE COMMENTS   | BUSINESS UNIT  | COMP DATE  | PROGRESS  |
|---|--|--|------------|---|
| 4.1.2.2 Continue to implement the Lake Colac Management Plan and the Re-vegetation and Weed Control Master Plan.                            | Works continue on Barongarook Creek and on the Lake Colac Foreshore in accordance with the Lake Colac Revegetation and Weed Control Plan. Over 5,000 plants have been put in over the last 3 months. Over 300 volunteers have been involved in the plantings. Strategic weed control is being carried out to ensure that the revegetation is given the best chance possible to successfully establish. | Environment & Community Safety   | 30/06/2011 |  |
| <b>Council Plan Strategy:</b>   |  | 4.1.3 Facilitate the protection and enhancement of environmental values on private land. |            |   |
| 4.1.3.1 Update the environmental overlays in the Planning Scheme to introduce the latest biodiversity mapping prepared by State Government. | Have begun preparation of amendment documentation to implement the latest Department of Sustainability and Environment and Council biodiversity mapping.   | Planning & Building Services   | 30/06/2011 |  |
| 4.1.3.2 Continue to carry out audits of forestry operations on private land.  | Audits are being undertaken on an ongoing basis. Timber Harvesting Plans have been regularly assessed for compliance with the Code of Practice for Timber Production. Compliance rates are very high. Council is currently reviewing the Forest Industry Prescriptions for Colac Otway. New prescriptions will be submitted to Council for approval in May 2010.                                       | Environment & Community Safety   | 30/06/2011 |  |



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| ACTION  | EXECUTIVE COMMENTS  | BUSINESS UNIT                  | COMP DATE  | PROGRESS  |
|---|---|--------------------------------|------------|---|
| 4.1.3.3 Continue to raise the awareness of private landholders on their responsibilities in relation to the environment.  | Council continually responds to private landholders requests for information on a variety of environmental issues and provides timely and professional assistance and advice on topics such as: reducing carbon emissions, environmental responsibilities on private land, species lists for sustainable land management practices, vegetation removal and environmental fire safe practices, weed management and responsibility in relation to road sides, weed issues on neighbouring properties, and fauna and flora species identification. | Environment & Community Safety | 30/06/2011 |    |
| <b>Council Plan Strategy:</b> 4.1.4 Minimise environmental impacts and the use of natural resources associated with Council operations in accordance with Council's Environment Strategy 2010-2018. |   |                                |            |   |
| 4.1.4.1 Implementation of the planning scheme and Council processes to manage environmental issues associated with Council works.   | Planning has worked constructively with Infrastructure in relation to roadside maintenance procedures having regard to the Memorandum of Understanding with the Department of Sustainability and Environment, and is in the process of preparing an amendment to implement new biodiversity mapping of roadside vegetation.   | Planning & Building Services   | 30/06/2011 |    |
| 4.1.4.2 Continue program of works and practices in the Greenhouse Action Plan to reduce Council's carbon footprint.   | Actions/projects approved by the Sustainability Working Group are being implemented in a timely manner. New solar panels have been installed on the Visitor Information Centre in Apollo Bay and a number of community programmes have been initiated including the Apollo Bay Sustainability Forum.  | Environment & Community Safety | 30/06/2011 |  |



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| ACTION   | EXECUTIVE COMMENTS  | BUSINESS UNIT                                  | COMP DATE  | PROGRESS |
|--|---|--|------------|----------|
| 4.1.4.3 Continue to implement agreed, viable water saving measures via Council's Sustainable Water Use Plan.             | Planning for two new water tanks being installed at Central Reserve and the Bluewater Fitness Centre has been completed. The tanks are expected to be installed by December 2010.   | Environment & Community Safety                 | 30/06/2011 |          |
| 4.1.4.5 Develop and implement an Environmental Sustainability Policy.  | The first draft of the new Environmental Sustainability Policy has been completed. The draft policy will be sent to the Sustainability Working Group for comment prior to a final draft being sent to Executive for endorsement. It is envisioned that it will be completed by December 2010.   | Environment & Community Safety                 | 30/06/2011 |          |
| <b>Council Plan Strategy:</b>  | 4.1.5 Promote environmental values in the broader community and work with other stakeholders on managing large scale issues in accordance with the process identified in the Environment Strategy 2010-2018.  |  |            |          |
| 4.1.5.1 Advocate where appropriate community views on environmental issues outside the direct responsibility of Council. | Ongoing discussions with the Department of Sustainability and Environment re roadside vegetation and the complexity of legislation and resource impacts on Council. Ongoing participation and contribution to Ground Water Committee with water authorities and relevant agencies, initiated as a result of Colac Otway Shire concerns. Environment Strategy Action Plan for 2010-2011, which includes actions for lobbying on matters not directly the responsibility of this council, presented to September Council meeting for information and recommendation adopted by Council. | Sustainable Planning & Development GM's Office | 30/06/2011 |          |
| 4.1.5.1 Coordinate a range of environmental events across the region.  | Environment Officers have been involved in a number of community events or associated with the coordination of environmental events such as: National Tree Day, Threatened Species Day and Biodiversity Month.  | Environment & Community Safety                 | 30/06/2011 |          |





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| ACTION   | EXECUTIVE COMMENTS  | BUSINESS UNIT  | COMP DATE  | PROGRESS |
|--|---|--|------------|----------|
| 4.1.5.3 Promote awareness of environmental issues through various media and forums.                | The Environment Unit has developed many media releases on works undertaken such as acid sulfate soils and the release of the Environment Action Plan 2010-2012. A monthly environment column has also been printed in the Colac Herald.   | Environment & Community Safety                               | 30/06/2011 |          |
| 4.1.5.4 Encourage energy efficiency including the use of renewable and alternative energy sources. | The Apollo Bay Visitor Information Centre photovoltaic cell installation was completed in July 2010.  | Environment & Community Safety                               | 30/06/2011 |          |
| <b>Council Plan Strategy:</b>  |   | <b>4.1.6 Minimise, recycle and manage residential waste.</b> |            |          |
| 4.1.6.3 Implement the Landfill Rehabilitation Plan.  | The long term landfill rehabilitation plan has been reviewed and is reflective of current status on landfill rehabilitation. This will be reviewed again prior to the 2010/11 annual budget.  | Major Contracts  | 30/06/2011 |          |
| 4.1.6.3 Implementation of the Waste Water Management Strategy.                                     | Awaiting a report from Barwon Water on future options for proposed treated effluent discharge for Wye River and Separation Creek.   | Health and Community Services                                | 30/06/2011 |          |
| 4.1.6.4 Implement the Waste Management Plan and new contractual arrangements.                      | After an elaborate tendering process the successful waste contractors have been selected by the Council. Council resolved to adopt the three bin waste collection system for efficiency and ease of operation. The distribution of new recycling bins and garbage bins was completed between 16 August - 3 September 2010. The new waste collection contract commenced on 6 September 2010. | Major Contracts  | 31/12/2010 |          |
| <b>Key Result Area:</b>  | 5 Economic Development  |  |            |          |
| <b>Council Plan Objective:</b>   | 5.1 Council is committed to facilitating a healthy and resilient economy through effective leadership, advocacy, and partnership.   |  |            |          |
| <b>Council Plan Strategy:</b>  | 5.1.1 Support the development of a diverse, skilled and capable workforce.  |  |            |          |





Colac Otway Shire Council **QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jul to Sep)**

| ACTION   | EXECUTIVE COMMENTS  | BUSINESS UNIT        | COMP DATE  | PROGRESS |
|--|---|----------------------|------------|----------|
| 5.1.1.2 Participate in local and regional task groups to improve access to vocational education and training and post compulsory education and training.   | Participating in COVEC (Colac Otway Vocational Education Cluster), which was responsible for the development of a Colac Trade Training Centre. Member of the South West Workforce Development Plan Steering Committee. Convenor of Colac Industry Advisory Committee.               | Economic Development | 30/06/2011 |          |
| 5.1.1.3 Work with industry sectors on strategic workforce planning initiatives, including training and education.  | Member of South West Workforce Development Plan Steering Committee. Convenor of Colac Industry Advisory Committee.  | Economic Development | 30/06/2011 |          |
| <b>Council Plan Strategy:</b> 5.1.2 Work with business to recognise growth potential from climate change and renewable energy initiatives.   |   |                      |            |          |
| 5.1.2.1 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. | Due to failure of Federal Government to introduce a Carbon Pollution Reduction Scheme, the impetus for change has not occurred and so a decision was made to not engage business at this level at this stage.<br><br>A climate change business event has been planned for Nov 2010. | Economic Development | 30/06/2011 |          |
| 5.1.2.2 Encourage and promote renewable and alternative energy opportunities for the Colac Otway Shire.  | Colac Biogas proposal supported. Department of Innovation, Industry and Regional Development grant supported and successful, \$1.5 million. Discussions held with another alternative energy company to set up in Colac.  | Economic Development | 30/06/2011 |          |
| <b>Council Plan Strategy:</b> 5.1.3 Support local business to develop and succeed.   |   |                      |            |          |



Colac Otway Shire Council QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jul to Sep)

| ACTION   | EXECUTIVE COMMENTS  | BUSINESS UNIT                                  | COMP DATE  | PROGRESS  |
|--|---|--|------------|---|
| 5.1.3.1 Develop a Master Plan to support the redevelopment of the Colac Central Business District streetscape including traffic management, parking and the Memorial Square. | Funding agreement being renegotiated with Regional Development Victoria (RDV) to enable expanded program to be properly addressed, taking into consideration additional elements introduced as project has developed. This will be a difficult process as the initial funding provided is through a State Government funding program ceased on 30 June 2010. In addition, the initial timeframes are not achievable, which has been acknowledged by all parties to the original agreement. Meetings have been conducted with RDV at a Regional Manager and Executive level to work through the issues involved. The General Manager Sustainable Planning and Environment and the Chief Executive Officer will meet with the Executive Director level of RDV, if required, to ensure that the issues involved are considered at the highest level available. | Sustainable Planning & Development GM's Office | 30/06/2011 |    |
| 5.1.3.1 Implement new business support and facilitation services that make it easy to do business in the Shire.  | Implemented Economic Development and Planning Staff Workshop to explore common issues and better ways to work together. Ongoing working group planned to develop improved educational/marketing material for the public.  | Economic Development                           | 30/06/2011 |  |



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| ACTION   | EXECUTIVE COMMENTS   | BUSINESS UNIT        | COMP DATE  | PROGRESS |
|--|--|----------------------|------------|----------|
| 5.1.3.6 Continue to provide world standard tourism support services.   | Assisted Otways Tourism (OT) as Executive Officer resigned and in period until end of Service Agreement enabled secondment of Great Ocean Road Visitor Information Centre (GORVIC) Coordinator to the position. Also relocated the main OT office to GORVIC for the Executive Officer. The part time administration person to work from the Colac VIC. This will enhance services to tourists and the industry.      | Economic Development | 30/06/2011 |          |
| 5.1.3.7 Implement Business Development training programs, networking events and Business Awards.   | On the Front Foot for Business Events proceeding. Next two events - ANZ Business Breakfast October; Grow Me the Money, Climate Change Event November.  | Economic Development | 30/06/2011 |          |
| 5.1.3.8 Provide on line information for customers and potential investors to access businesses in the Shire.   | Updating Business Data Base ongoing as business responses to survey update mail-out is ongoing. Next Business database mail-out due to be sent October 2010.   | Economic Development | 30/06/2011 |          |
| 5.1.3.11 Enhance Colac's regional service centre status through the development of a Marketing strategy.   | Marketing Budget approved by Council. Draft consultant brief completed.  | Economic Development | 30/06/2011 |          |
| <b>Council Plan Strategy:</b>  |  |                      |            |          |
| 5.1.4 Lead, support and/or participate in regional and local development networks and partnerships.  |  |                      |            |          |
| 5.1.4.7 Promote and encourage the development of infrastructure to support Nature Based Tourism (NBT) development of Great Otway National Park/Otway Forest Park and Great Ocean Walk. Undertake internal review NBT Strategy. | The Economic Development Unit is in a constant development phase with small towns throughout the Otways and the coast to develop infrastructure to support nature based tourism. We also work with Parks Victoria through various forums to encourage investment in existing new infrastructure and facilities. The review of the Nature Based Tourism Strategy is an internal process to commence in November 2010. | Economic Development | 30/06/2011 |          |



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| ACTION  | EXECUTIVE COMMENTS   | BUSINESS UNIT  | COMP DATE  | PROGRESS |
|---|--|--|------------|----------|
| 5.1.4.8 Promote and encourage the development of infrastructure to support Lake Colac tourism and community use.  | Lake Colac Cultural Heritage Management Plan commenced.  | Economic Development   | 30/06/2011 |          |
| 5.1.4.9 Support local business associations such as Otway Business Inc, Apollo Bay Business Inc, Apollo Bay Chamber of Commerce and Tourism.  | Attended meetings of Otway Business Inc., and Apollo Bay Chamber of Commerce when convened.  | Economic Development   | 30/06/2011 |          |
| <b>Council Plan Strategy:</b>   |  | 5.1.5 Participate in regional and Shire based marketing and promotion initiatives designed to promote 'brand awareness' of the Colac Otways and Great Ocean Road region. |            |          |
| 5.1.5.1 Promote the Shire's strengths and competitive advantages to attract new investment.   | The Shire's strengths are promoted through the Shire's website and various publications including the annual Economic Development Unit report to the Community. The draft Marketing Strategy brief is completed. Once the project is completed it will guide future action in Shire promotion. | Economic Development   | 30/06/2011 |          |
| 5.1.5.2 Identify the capacity, demand and rating of accommodation in Colac including the attraction of a high end quality star hotel.   | The capacity and demand has been completed but the work of attracting a new hotel is ongoing. Had discussions with developers regarding various sites and opportunities. No recent positive response.  | Economic Development   | 30/06/2011 |          |
| 5.1.5.3 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. | Commenced On the Front Foot business events. Still seeking opportunities for industry events. Marketing Strategy in development planning stage and this will determine future activity in this area.   | Economic Development   | 30/06/2011 |          |
| 5.1.5.4 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.                            | Colac Visitor Information Centre (VIC) renovations and minor improvement to the Great Ocean Road VIC completed. Collaborated with Otways Tourism (OT) to enable OT Staff to relocate to VICs to improve relationship between industry and visitor services.                                    | Economic Development   | 30/06/2011 |          |
| <b>Council Plan Strategy:</b>   |  | 5.1.6 Facilitate the development of infrastructure for business investment, growth and liveability.  |            |          |



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| ACTION  | EXECUTIVE COMMENTS  | BUSINESS UNIT        | COMP DATE  | PROGRESS    |
|---|---|----------------------|------------|-------------|
| 5.1.6.5 Lobby for improved telecommunications in the Colac Otway Shire for broadband and mobile coverage.   | Gellibrand Report completed and submitted to Telstra and also Federal Government completed the formal part of this project. We continue to liaise with Telstra Countrywide regarding service level improvement and infrastructure investment to support expanded network. | Economic Development | 30/06/2011 |             |
| 5.1.6.7 Support the Apollo Bay Harbor Precinct development.   | Both Regional Development Victoria and Department of Planning and Community Development considering applications submitted to support Planning Scheme amendment process   | Economic Development | 30/06/2011 |             |
| 5.1.6.9 Develop small town / community capability by providing infrastructure and resources, including continued support for the Small Town Improvement Program.  | 2010/11 Budget project approved by Council. Projects in preparation and planning stage.   | Economic Development | 30/06/2011 |             |
| 5.1.6.10 Develop a strategy to establish a mini technology/ business facility in Apollo Bay to service local knowledge based and visitor requirements.  | No action due to other priorities.  | Economic Development | 30/06/2013 | No Progress |
| <b>Council Plan Strategy:</b>   |   |                      |            |             |
| 5.1.7 Work in partnership with business, industry groups, government and agencies on sustainable economic growth.   |   |                      |            |             |
| 5.1.7.1 Develop improved educative material on Council policy and practices to assist business with development proposals.  | Implemented Economic Development and Planning Staff Workshop to explore common issues and better ways to work together. Ongoing working group planned to develop improved educational/marketing material for the public. To commence in October 2010.                     | Economic Development | 30/06/2011 |             |
| 5.1.7.2 Review business attraction and local business development policies.   | The business attraction and retention policy was reviewed in 2009, with the finding that it is not appropriate to plan for another review at this stage. Due for Review in Third Quarter 2010/11.   | Economic Development | 30/06/2011 | No Progress |
| <b>Key Result Area:</b>   |   |                      |            |             |
| 6: Community Health and Wellbeing   |   |                      |            |             |
| <b>Council Plan Objective:</b>  |   |                      |            |             |
| 6.1 Promote community health & wellbeing in partnership with other health services to provide a broad range of customer focussed health, recreation, cultural & community amenities, services and facilities. |   |                      |            |             |



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| ACTION  | EXECUTIVE COMMENTS   | BUSINESS UNIT                              | COMP DATE  | PROGRESS    |
|---|--|--|------------|-------------|
| <b>Council Plan Strategy:</b>   |  |  |            |             |
| 6.1.1 Provide, facilitate or advocate for a range of health, recreation, community services and facilities.   |  |  |            |             |
| 6.1.1.1 Review and reconsider the recommendations from the 'Apollo Bay Library and Facility Development Project'.   | Otway Health are seeking government funding to assist in undertaking a review of the Otway Health precinct including the proposed Library. Council has budgeted \$10,000 as a contribution to the development of plans etc.  | Corporate & Community Services GM's Office | 30/06/2011 |             |
| 6.1.1.3 Implement the recommendations of Council for the Colac Library Annexe/Sub-Branch.   | Consultation took place with the community on the plans and other aspects of the facility. Plans have been developed for the Library Annexe. Work will commence once the Library has been vacated to the new Colac Community Library and Learning Centre.          | Corporate & Community Services GM's Office | 30/06/2011 |             |
| 6.1.1.17 Develop a 10 year upgrade works program for Colac Otway Performing Arts and Cultural Centre.   | An inspection of Colac Otway Performing Arts and Cultural Centre was completed in August. Currently waiting on final reporting from the consultants. This will report on maintenance and improvements with capital upgrades still to be investigated and included. | Recreation, Arts and Culture               | 30/06/2011 |             |
| 6.1.1.18 Develop a 10 year capital upgrade works program for Blue Water Fitness Centre.   | An inspection of Bluewater Fitness Centre was completed in August. Currently waiting on final reporting from the consultants. This will report on maintenance and improvements with capital upgrades still to be investigated and included.                        | Recreation, Arts and Culture               | 30/06/2011 |             |
| 6.1.1.19 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. | No progress to date. Will be guided somewhat by the development of the Public Open Space Strategy.   | Recreation, Arts and Culture               | 30/06/2011 | No Progress |



Colac Otway Shire Council **QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jul to Sep)**

| ACTION   | EXECUTIVE COMMENTS   | BUSINESS UNIT                | COMP DATE  | PROGRESS    |
|--|--|------------------------------|------------|-------------|
| 6.1.1.20 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. | The Colac Community Library and Learning Centre is complete and due to be officially opened in October 2010. The Events Unit is developing the opening as a major community event. Other work under consideration for the Beechy Precinct includes projects at Central Reserve (redevelopment of the Youth Club, Oval and Grand Stand) and Bluewater Fitness Centre (Federal election commitment for Stadium redevelopment). | Recreation, Arts and Culture | 30/06/2011 |             |
| 6.1.1.21 Develop an Open Space Strategy.   | Quotation documents and specifications finalised and currently seeking submissions from consultants. Closing date for submissions is 13 October 2010.  | Recreation, Arts and Culture | 30/06/2011 |             |
| 6.1.1.22 Develop a Bicycle Strategy.   | Intention is to scope works and develop a Project Brief then investigate external funding options late 2010.   | Recreation, Arts and Culture | 30/06/2011 | No Progress |
| 6.1.1.23 Implement Council's Recreation Strategy.  | Council's Recreation Strategy concludes at the end of this year. Many of the recommendations have been implemented or are ongoing. A review of recommendations will be undertaken prior to end of 2010 to guide future Strategy development.   | Recreation, Arts and Culture | 30/06/2011 |             |
| 6.1.1.26 Review and implement the Council Community Grants Program Guidelines.   | The majority of grants have been paid to recipients for the 2010/11 program. Still waiting on paperwork from a small number of organisations. Guidelines are currently being reviewed. Feedback has been sought from the Community Grants Committee and the Interdepartmental Committee. It is expected that the revised guidelines will go the November Council meeting.  | Recreation, Arts and Culture | 30/06/2011 |             |
| <b>Council Plan Strategy:</b>  | 6.1.2 Promote and facilitate cultural and community events throughout the municipality.  |                              |            |             |





Colac Otway Shire Council **QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jul to Sep)**

| ACTION   | EXECUTIVE COMMENTS  | BUSINESS UNIT  | COMP DATE  | PROGRESS |
|--|---|--|------------|----------|
| 6.1.2.1 Implement the Arts and Cultural Strategy.  | The Arts and Cultural Strategy concludes June 2011. Many of the recommendations have been actioned or are ongoing. A review of the Strategy recommendations will occur prior to the end of 2010 to guide future Strategy needs and developments.  | Recreation, Arts and Culture   | 30/06/2011 |          |
| 6.1.2.3 Implement the Festival and Events Strategy.  | The Festival and Events Strategy concludes June 2011. The majority of the recommendations have been actioned or are ongoing. A review of the Strategy recommendations will occur prior to the end of 2010 to guide future Strategy needs and developments.  | Recreation, Arts and Culture   | 30/06/2011 |          |
| 6.1.2.10 Work with event organisers and community groups to develop a broad range of community festivals and events. | This action is ongoing and implemented through Council's Festivals and Events funding program and the E Team process. Support and guidance has been provided to new proposed events such as the Gillet Ride along the Great Ocean Road. The Events Unit is researching new events to attract to the Shire particularly where there are currently gaps in the events calendar. | Recreation, Arts and Culture   | 30/06/2011 |          |
| <b>Council Plan Strategy:</b>  |   | 6.1.3 Adopt a partnership approach to addressing the current and future health and wellbeing needs of the community. |            |          |
| 6.1.3.23 Implement and promote the Municipal Public Health Plan.   | Work on the Municipal Public Health Plan is about to recommence. Final draft of Municipal Public Health Plan is to be presented to Council for endorsement prior to June 2010.  | Health and Community Services  | 30/06/2011 |          |
| 6.1.3.24 Implement the Positive Ageing Strategy.   | Transport services between Colac/Lorne, Colac/Apollo Bay, and Colac/Lavers Hill have been introduced in the 2009/10 summer. Beechy Centre provides intergeneration opportunities. Urban design and walkability issues were workshoped in November 2009.   | Health and Community Services  | 30/06/2011 |          |



Colac Otway Shire Council **QUARTERLY COUNCIL PLAN PROGRESS REPORT (Jul to Sep)**

| ACTION  | EXECUTIVE COMMENTS  | BUSINESS UNIT                 | COMP DATE  | PROGRESS    |
|---|---|-------------------------------|------------|-------------|
| 6.1.3.25 Develop and implement an Early Years Plan.   | Early Years Planning has been impacted by the Capacity Assessment report being developed by Council on behalf of Dept. Education & Early Childhood Development. This report for Universal Access (15 hours of kindergarten for every child by 2013) and the most recent results in the Aust. Early Years Development Index for Colac Otway prep. children in 2009 have highlighted the need for further research into the needs of families and early years children. | Health and Community Services | 30/06/2011 |             |
| 6.1.3.26 Develop and implement an Access, Equity and Inclusion Plan.  | Draft will be discussed with the community in May 2010.   | Health and Community Services | 30/06/2011 |             |
| <b>Council Plan Strategy:</b> 6.1.4 Support local communities to develop, grow and be great places to live.           |   |                               |            |             |
| 6.1.4.1 Liaise with local Real Estate Industry to monitor the local market and encourage diversity in housing choice. | Met with real estate agents in June 2010. Due again in but waiting to schedule with new Regional Development Victoria Staff in October 2010.  | Economic Development          | 30/06/2011 |             |
| 6.1.4.1 Work with Developers and Housing Associations to create liveable, affordable and sustainable housing.         | Officers work closely with permit applicants to achieve building designs that are livable, affordable and sustainable on an on-going basis.   | Planning & Building Services  | 30/06/2011 |             |
| 6.1.4.2 Participate in local and regional Affordable Housing task groups.   | The G21 Group has not convened for over 6 months. No action in local group. G21 Group plans to reconvene in late 2010.  | Economic Development          | 30/06/2011 | No Progress |
| 6.1.4.6 Implement the Transport Connections Strategy.   | An additional trial service to Apollo Bay and a trial service from Lavers Hill have been developed.   | Health and Community Services | 30/06/2013 |             |



**CONSENT CALENDAR**

**OFFICERS' REPORT**

D = Discussion  
W = Withdrawal

| ITEM  | D | W |
|---|---|---|
| <b><u>INFRASTRUCTURE AND SERVICES</u></b>   |   |   |
| <b><u>OM102710-8 ROAD MANAGEMENT COMPLIANCE REPORT</u></b>                                      |   |   |
| Department: Infrastructure  |   |   |
| <b><u>Recommendation(s)</u></b>   |   |   |
| <b><i>That Council receives the Road Management Plan Compliance Report for information.</i></b> |   |   |

**Recommendation**

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

**MOVED** .....

**SECONDED** .....



**OM102710-8 ROAD MANAGEMENT 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 the Road Management Plan.

**Declaration of Interests**

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

**Background**

The attached reports detail the performance of Council's road and footpath management systems and processes for the following period:

- July to September 2010.

Performance and compliance is measured against the service levels as defined by the current version of Council's Road Management Plan.

**Council Plan / Other Strategies / Policy**

Council will provide and maintain Council infrastructure and assets that meet community needs now and in the future.

Council is committed to achieving this strategy through, Implement and management of Colac Otway Shire'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.

Council's insurer has advised that regular monitoring reports be provided in relation to the level of compliance specified in the Road Management Plan.

*Roads*

Approximately 788-km of Council's municipal public roads were inspected during this reporting period. Roads inspected included Rural Link and Collector roads, urban streets within coastal townships, and rural access roads within the areas of Gellibrand and Beech Forest.

A total of 174 defects identified during inspections for this quarter. A significant number of these related to fallen trees or limbs and condition based problems with unsealed roads which were expected given the recent storms experienced in mid August 2010 and early September 2010.

90% of all defects identified through routine inspections have been responded to. Of those outstanding all are within the nominated times for response and will be dealt with under existing maintenance programs. Of the defects that have been addressed, 99% have been completed on time.

| <b>Performance Measure (Roads)</b>  | <b>Target</b> | <b>Result for Period Jul – Sept. 2010</b> |
|---|---------------|---|
| Routine inspections completed as per Schedule   | 100%          | 100%                                      |
| Response times for remedial works as assessed in Council's Maintenance Performance Criteria | 85%           | 99%                                       |

### *Footpaths*

Approximately 19km of Council footpaths were inspected during this period. This included footpaths located in Colac classified as 'High Use' that is footpaths in CBD areas, around schools and other community nodes of interest.

84% of all defects identified have been responded to within the nominated timeframes. This compares with the adopted key performance target of 85%. Although this result does not comply with the standards of the RMP, it is a good result given the increased workload pressures that Council's outdoor staff faced particularly during August and September 2010. This period was spent responding to and addressing issues associated with the storms over this time.

| <b>Performance Measure (Footpaths)</b>  | <b>Target</b> | <b>Result for Period Jul – Sept. 2010</b> |
|---|---------------|---|
| Routine inspections completed as per Schedule   | 100%          | 100%                                      |
| Response times for remedial works as assessed in Council's Maintenance Performance Criteria | 85%           | 84%                                       |

### **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.

As part of the ongoing monitoring of the performance against the Road Management Plan, Council must be mindful of any funding gaps between what is necessary to retain its road network at the required level of service and what is actually being funded. The standards prescribed by the Road Management Plan provide for a basic level of service in order to meet Council's statutory obligations. In some instances this level of service does not match the community's expectations. Council in the future needs to examine the affordability of these expectations matched against the wide number of other budgetary pressures that it faces.

**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.

Council makes every endeavour to comply with the requirements of *its Road Management Plan*. However due to the impacts of events such as fire, floods, droughts, or similar, together with other factors such as resource availability, the standards of the Plan may not always be able to be met.

As a result of the heavy rains and flooding across the Shire during mid August 2010 and early September 2010, significant damage was caused to parts of Council's local road network and associated assets. In response, the majority of Council's maintenance crews were concentrated on making repairs to critical infrastructure and to ensure that safe access was provided to affected sections of the community. Given the priorities of the time, it was deemed that routine road maintenance activities were deferred for a short period placing Council at risk of possible breaches of the *Road Management Act 2004* as it may not be fully compliant with the requirements of the *Road Management Plan*.

In such circumstances, Section 7.4 of the Road Management Plan affords Council the ability to suspend all, or part, of the services delivered under the Plan under exceptional circumstances. This ability to suspend is enabled under Section 83 of the *Wrongs Act 1958*.

Consistent with the provisions of the Plan the Chief Executive Officer on 14 September 2010 provided written direction to the General Manager Infrastructure & Services to suspend all routine maintenance activities until 22 September 2010 after which time these services recommenced. During this period, routine asset inspections and emergency response actions continued to be undertaken in accordance with the Road Management Plan. All defects that were identified through routine inspections which were of a regulatory nature (e.g. damaged or missing stop signs, speed zone signage, etc) were addressed in accordance with the normal response times.

Council's Audit Committee was advised of the action at its meeting on the 15 September 2010.

Council's insurer was notified of the actions to exercise the force majeure clause written into the Road Management Plan by the Risk Services Officer.

**Environmental and Climate Change Considerations**

No environmental considerations are applicable at this time.

**Community Engagement**

The community engagement strategy will follow the recommendations of the Colac Otway Shire Council Community Engagement Policy of January 2010, which details five levels of engagement – inform, consult, involve, collaborate and empower. The method of engagement is to inform the community through the presentation of this report.

The Road Management Plan compliance reports are also presented to Council's Audit Committee.

**Implementation**

The attached reports are presented to Council for information.

**Conclusion**

Although some aspects of the road management performance results do not comply with the standards of the Road Management Plan, it is a satisfactory outcome given the increased workload pressures that Council's outdoor staff faced particularly during August and September 2010. This period was spent responding to and addressing issues associated with the storms over this time which took precedence over some routine maintenance programs.

**Attachments**

1. RMP Compliance (Footpaths) - Jul to Sept 2010
2. RMP Compliance (Roads) - Jul to Sept 2010

**Recommendation(s)**

***That Council receives the Road Management Plan Compliance Report for the period July to September 2010 information.***

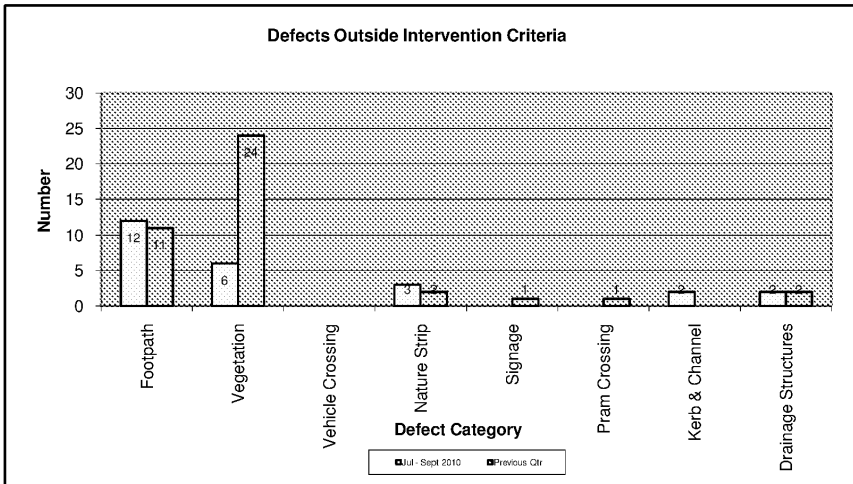
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**INFRASTRUCTURE DEPARTMENT**  
 Mission: To effectively manage infrastructure and provide Best Value community services.

| <b>Road Management Plan Compliance Report</b> |                                    |
|-----------------------------------------------|------------------------------------|
| <b>Asset Category:</b>                        | Footpaths                          |
| <b>Reporting for the Period:</b>              | 1st Quarter (Jul - September 2010) |
| <b>Inspections Completed By:</b>              | Kevin O'Gorman                     |
| <b>Report Prepared By:</b>                    | Adam Lehmann                       |

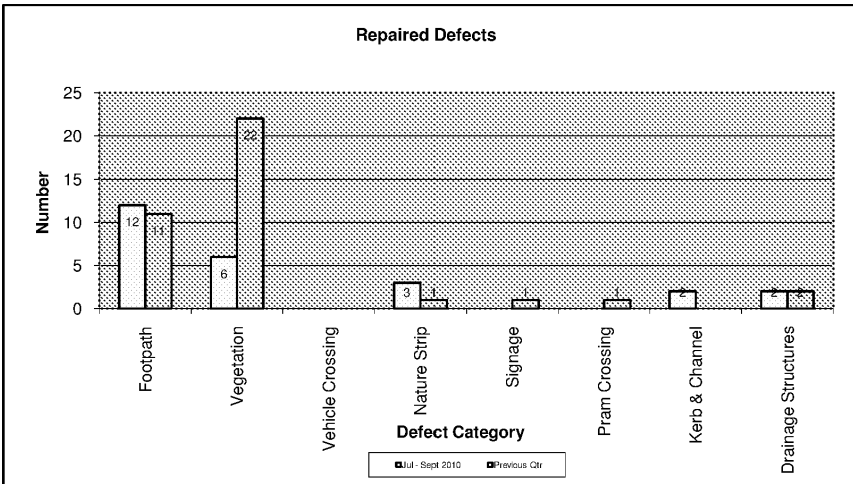
**No. of Defects Identified - Outside Intervention**



**Comments**

Approximately 19km of Council footpaths were inspected during this period This included footpaths located in Colac classified as 'High Use' that is footpaths in CBD areas, around schools and other community nodes of interest.

**No. of Defects Repaired - Outside Intervention**



**Comments**

Of the 25 maintenance issues recorded all have been responded to.

**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 programmed for this quarter have been completed on schedule.

**Maintenance Performance Summary**

Proportion of reported defects that have been actioned/repared

| Defect Category     | Score |
|---------------------|-------|
| Footpath            | 100%  |
| Vegetation          | 100%  |
| Vehicle Crossing    |       |
| Nature Strip        | 100%  |
| Signage             |       |
| Pram Crossing       |       |
| Kerb & Channel      | 100%  |
| Drainage Structures | 100%  |

Proportion of defects actioned within prescribed response times

| Defect Category     | Score |
|---------------------|-------|
| Footpath            | 83%   |
| Vegetation          | 67%   |
| Vehicle Crossing    |       |
| Nature Strip        | 100%  |
| Signage             |       |
| Pram Crossing       |       |
| Kerb & Channel      | 100%  |
| Drainage Structures | 100%  |

**Comments**

84% of all defects identified have been responded to within the nominated timeframes. This compares with the adopted key performance target of 85%. Although this result does not comply with the standards of the RMP, it is a good result given the increased workload pressures that Council's outdoor staff faced particularly during August and September 2010. This period was spent responding to and addressing issues associated with the storms over this time.

**Overall Comments**

All maintenance items identified over the July to September 2010 reporting period have been addressed, although a small number of these were responded to within the required timeframes. Council's recent emphasis has been restoring the serviceability of those assets damaged during the storms of mid August and early September 2010.

**INFRASTRUCTURE DEPARTMENT**

Mission: To effectively manage infrastructure and provide Best Value community services.

**Asset Inspection Regime - Footpaths**

| Asset Class | Hierarchy          | Inspection Type, Frequency & Responsibility |                     |               |                           |
|-------------|--------------------|---------------------------------------------|---------------------|---------------|---------------------------|
|             |                    | Routine                                     | Relevant Department | Condition     | Relevant Department       |
| Footpath    | High Risk Area     | 6 months                                    | Cosworks            | 2 years       | Infrastructure & Services |
|             | Standard Risk Area | 12 months                                   | Cosworks            | 2 years       | Infrastructure & Services |
|             | Low Risk Area      | Request Inspection                          | Cosworks            | No Inspection | Not Applicable            |

**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.

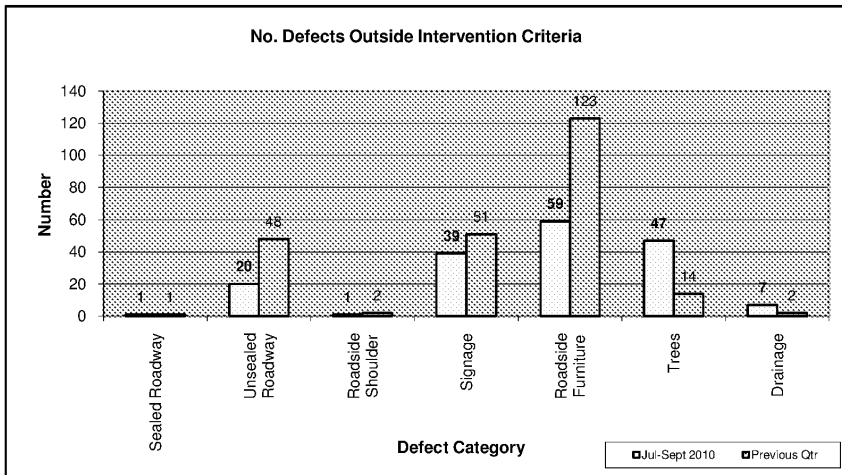
The condition inspection process must also meet the requirements for accounting regulations and asset management.

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.

**INFRASTRUCTURE DEPARTMENT**  
 Mission: To effectively manage infrastructure and provide Best Value community services.

| <b>Road Management Plan Compliance Report</b> |                               |
|-----------------------------------------------|-------------------------------|
| <b>Asset Category:</b>                        | Roads                         |
| <b>Reporting for the Period:</b>              | 1st Quarter (Jul - Sept 2010) |
| <b>Inspections Completed By:</b>              | Kevin O'Gorman                |
| <b>Report Prepared By:</b>                    | Adam Lehmann                  |

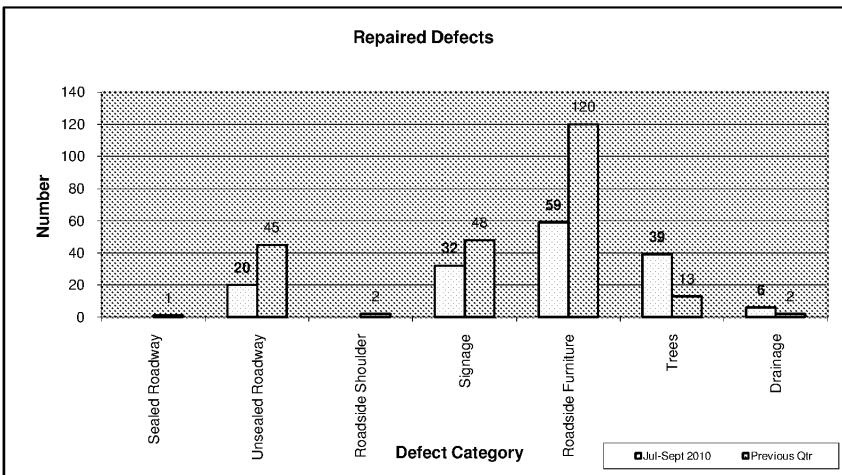
**No. of Defects Identified - Outside Intervention**



**Comments**

Approximately 788-km of Council's municipal public roads were inspected during this reporting period. Roads inspected included Rural Link and Collector roads, urban streets within coastal townships, and rural access roads within the areas of Gellibrand and Beech Forest.

**No. of Defects Repaired - Outside Intervention**



**Comments**

A total of 174 defects identified during inspections for this quarter. A significant number if these related to fallen trees or limbs and condition based problems with unsealed roads which is expected given the recent storms experienced in mid August 2010 and early September 2010.

**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 | 100%  |
|           | RA         | Rural Access    | 100%  |
| Urban     | UL         | Urban Link      | N/A   |
|           | UC         | Urban Collector | 100%  |
|           | UA         | Urban Access    | 100%  |

**Comments**

All routine maintenance inspections have been completed as scheduled.

**Maintenance Performance Summary**

Proportion of reported defects that have been actioned

| Defect Category    | Score |
|--------------------|-------|
| Sealed Roadway     |       |
| Unsealed Roadway   | 100%  |
| Roadside Shoulder  |       |
| Signage            | 82%   |
| Roadside Furniture | 100%  |
| Trees              | 83%   |
| Drainage           | 86%   |

Proportion of defects actioned within prescribed response times

| Defect Category    | Score |
|--------------------|-------|
| Drainage           | 83%   |
| Roadside Furniture | 100%  |
| Sealed Roadway     |       |
| Signage            | 100%  |
| Trees              | 100%  |
| Unsealed Roadway   | 100%  |
| Roadside Shoulder  |       |

**Comments**

90% of all defects identified through routine inspections have been responded to. Of those outstanding all are within the nominated times for response and will be dealt with under existing maintenance programs. Of the defects that have been addressed, 99% have been completed on time.

**Overall Comments**

A satisfactory level of compliance has been achieved for this reporting period given the recent demands placed on Council's work crews in responding to the clean up following recent heavy rains and high winds.

**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) |
| <b>Urban Road Network</b><br><small>* Includes sealed and unsealed roads</small> | 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          |
| <b>Rural Road Network</b><br><small>* Includes sealed and unsealed roads</small> | 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><b><u>SUSTAINABLE PLANNING AND DEVELOPMENT</u></b></p>                                                                                                                                                                                                                                                                                                                                                                 |   |   |
| <p><b><u>OM102710-9 PLANNING SCHEME REVIEW 2010</u></b></p> <p>Department: Sustainable Planning and Development</p> <p><b><u>Recommendation(s)</u></b></p> <p><i>That Council resolves to adopt the recommendations of the 2010 Planning Scheme Review report and for the report to be submitted to the Minister for Planning in accordance with section 12B (5) of the Planning and Environment Act 1987.</i></p>        |   |   |
| <p><b><u>OM102710-10 DRAFT BIRREGURRA AND FORREST STRUCTURE PLANS</u></b></p> <p>Department: Sustainable Planning and Development</p> <p><b><u>Recommendation(s)</u></b></p> <p><i>That Council undertakes public consultation in relation to the draft Birregurra and Forrest Structure Plans for a minimum period of six weeks, with the submission period ending at the close of business on 17 December 2010.</i></p> |   |   |

**Recommendation**

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

**MOVED** .....

**SECONDED** .....





OM102710-9

**PLANNING SCHEME REVIEW 2010**

|             |                                    |           |                                      |
|-------------|------------------------------------|-----------|--------------------------------------|
| AUTHOR:     | Don Lewis                          | ENDORSED: | Jack Green                           |
| DEPARTMENT: | Sustainable Planning & Development | FILE REF: | GEN00451 Planning Scheme Review 2010 |

**Purpose**

To seek the resolution of Council to adopt the final report of the Planning Scheme Review (PSR) 2010 in accordance with section 12B of the *Planning and Environment Act 1987*.

**Declaration of Interests**

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

**Background**

The *Planning and Environment Act 1987* requires Council to regularly review the provisions of the Colac Otway Planning Scheme, no later than one year after the date by which it is required to approve a Council Plan (meaning the review is due to be completed by June 2010). Whilst the Review will be submitted a few months after the legislative deadline, there will be no consequences for Council of this delay.

The 2010 review follows an extensive review in 2005 which resulted in a significant amount of strategic work being undertaken by Council including structure plans for Colac and Apollo Bay and the Rural Land Strategy. The Review had recommended measures to streamline the content of the Scheme to provide greater usability and effectiveness, and more clearly articulate Council's local policy, and to review the schedules to several overlay provisions to exempt the need for a planning permit for minor works.

Amendment C55 was exhibited late in 2007 to implement the outcomes of the above strategic studies, and to re-write the MSS and local provisions, resulting in a vastly improved and streamlined Planning Scheme. The amendment was approved by the Minister and gazetted into the Colac Otway Planning Scheme in June 2009.

The current review builds on the structural changes from Amendment C55 and concentrates on fine tuning and updating of content which was not possible at the last review. It also offers an opportunity to identify any recent changes in state or local policy that have emerged over the last few years.

**Council Plan / Other Strategies / Policy**

The Colac Otway Shire Council Plan 2009-2013 Land Use and Development strategies include to: "*Ensure all Council land use plans and strategies are current and responsive*". An action to achieve this strategy is to: "*Undertake a four year review of the Planning Scheme.*"

**Issues / Options**

The PSR report includes five key elements:

- Significant local strategic work since the last Planning Scheme Review

This section chronicles the extensive range of strategic planning projects undertaken by Council since the last review in December 2005 and provides an update of their status. These include the Colac and Apollo Bay Structure Plans and Kennett River, Wye River and Separation Creek Structure Plan, as well as current projects yet to be completed such as the Rural Living Strategy, Apollo Bay Settlement Boundary and Urban Design Review, Colac and Apollo Bay Car Parking Strategy and Structure Plans for Birregurra and Forrest.

This section of the report further acknowledges the planning scheme amendments which have been undertaken by Council since 2005. As noted earlier, Amendment C55 resulted in significant reform to the Colac Otway Planning Scheme and was completed in 2009 however other amendments have included a review of flood mapping (Amendment C12), introduction of neighbourhood character controls to the smaller coastal settlements (Amendment C22) and introduction of heritage controls to implement the Shire's 2003 Heritage Study (Amendment C27).

- Consultation

The current review concentrated on the primary users of the planning scheme including, practitioners, agencies and Council officers. As reported to Council in June, the workshops proved successful but agency attendance was particularly disappointing. A series of workshops with Shire planners and other staff identified several opportunities to improve the operation of the MSS, local policies, and schedules to zones and overlays in the planning scheme and these have formed the basis for the report's recommendations.

- Planning issues facing the municipality

This section identifies a wide range of emerging issues across the Shire which show gaps in the planning scheme, identify matters requiring State Government assistance and issues which are not considered properly represented in terms of their importance. Some of the key emerging issues identified include:

Wildfire – The need to work in partnership with the State Government in response to the outcomes of the Bushfire Royal Commission.

Regional Growth - Growth of Geelong and duplication of the Princes Highway, and the need to participate in regional planning to direct this growth.

Sea Level Rise – The need to work in partnership with the State Government to implement development controls in areas vulnerable to future sea flooding and undertake more specific modelling of sea level rise impacts in local areas.

Agriculture – The on-going need to protect high quality agricultural land in the Shire.

Matters identified as requiring State Government attention include modifying the Farming and Rural Conservation Zones to enable applications to be made for tourism accommodation in the Otways and Great Ocean Road hinterland. This is a significant issue since the introduction of new state rural zones in 2006 which virtually prohibit this form of accommodation despite a range of local and state strategies that support and encourage such accommodation.

Other areas requiring State Government support include undertaking settlement based Coastal Hazard Vulnerability Assessments following the release of mapping from Future Coasts later this year, development of more accurate mapping of landslip prone areas, improved mapping and introduction of development controls for

areas of potential Acid Sulphate Soils and projects to assist social disadvantage in Colac.

- Assessment of the Colac Otway Planning Scheme

This section of the report reviews the current MSS, zones, overlays and their respective schedules. A number of suggestions were provided to improve and update these controls particularly in relation to the operation of strategies in the MSS and overlays. Some duplication of controls was also raised as an important issue. Whilst the rewrite of the Scheme through Amendment C55 was a significant improvement, fine tuning is still required. Some of the suggested improvements relate to strengthening policy that discourages ridgeline development in important landscapes, and clarification of policy for housing and subdivision in the rural zones to recognise the variety of different circumstances that exists across the Shire.

Further, the assessment considered the use of schedules in the Particular Provisions particularly to do with signage and licensed premises and reviewed all reference and incorporated documents in the Planning Scheme.

- Further strategic work

This section of the report draws upon the conclusions of the assessment above and provides a list of areas requiring new policy development and in some cases a review of existing policies to improve the future direction of land use and development in the Shire. These include the development of an advertising signage policy, Colac Commercial and Residential Strategies, Design Style Guidelines for Apollo Bay and coastal areas, an Environmentally Sustainable Design (ESD) policy, a Rural Colours Policy, a Birregurra Neighbourhood Character Study, and preparation of Development Plans for areas in Colac affected by the Development Plan Overlay.

The report further recognises the importance of undertaking a variety of amendments to the Planning Scheme over the coming years to implement projects such as the Rural Living Strategy, Colac and Apollo Bay Car Parking Strategy, Public Open Space Strategy, the Apollo Bay Harbour Master Plan, as well as to update mapping of biodiversity in the Shire, introduce the Salinity Management Overlay and improve the drafting of Design and Development Overlays in Colac's industrial/commercial areas and in Apollo Bay's residential areas.

A key outcome of the Review report is that the further work identified as being required (above) will help inform Council when developing its future strategic planning program, and when framing budgets. It will also assist Council to advocate for changes in the broader Planning system at a State Government level.

Importantly, the Review identifies that despite the strong Planning Scheme currently in operation, which has been the result of Council's strong commitment to improving and reviewing the Scheme over recent years, Council needs to continue undertaking a high level of strategic planning to ensure that local policies important to residents of the Shire continue to be well represented in the planning provisions.

### **Proposal**

It is proposed that Council adopt the PSR report and resolve to submit the findings of the report to the Minister of Planning under section 12B (5) of the *Planning and Environment Act 1987*.

**Financial and Other Resource Implications**

The Review has been undertaken in accordance with the 2009/10 budget allocation.

**Risk Management & Compliance Issues**

Council is obliged to lodge the PSR report with the Planning Minister under the requirements of 12B (5) of the *Planning and Environment Act 1987*.

**Environmental and Climate Change Considerations**

Findings from the PSR have identified several measures to provide clearer direction on climate change issues in the Planning Scheme including information on predicted future sea level rise and potential impacts on agricultural production. There are also recommendations relating to improving the mapping of biodiversity to reflect the latest mapping provided by the Department of Sustainability & Environment.

**Community Engagement**

The community engagement strategy has followed the recommendations of the Colac Otway Shire Council Community Engagement Policy of January 2010, which details five levels of engagement – inform, consult, involve, collaborate and empower. ‘Consult’ was the chosen method of engagement and involved several workshops with local practitioners, government agencies, Councillors, various Shire business units and planning staff.

**Implementation**

The recommendations of this report will be implemented by submitting the PSR report to DPCD for subsequent consideration by the Minister for Planning. The initiatives contained in the report will be considered for incorporation into future strategic work programs, and Council business plans and budget processes where necessary.

**Conclusion**

Overall, the current review has found that the Colac Otway Planning Scheme is structurally sound and is benefiting from previous reforms, notably from a re-write of the Scheme arising from Amendment C55 in 2009. However, some outstanding work is to be completed and further issues are identified in the current review that flag the need for further work that will improve the operation of the Scheme. Importantly, the Review establishes a basis for developing Council’s forward looking strategic work programme.

**Attachments**

1. Planning Scheme Review Report October 2010

**Recommendation(s)**

***That Council resolves to adopt the recommendations of the 2010 Planning Scheme Review report and for the report to be submitted to the Minister for Planning in accordance with section 12B (5) of the Planning and Environment Act 1987.***

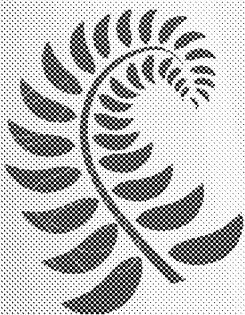
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# **COLAC OTWAY SHIRE**

## **PLANNING SCHEME REVIEW REPORT**

**OCTOBER 2010**



COLAC OTWAY PLANNING SCHEME REVIEW REPORT – OCTOBER 2010

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## Executive Summary

Colac Otway Shire is one of the most diverse municipalities in Victoria and subsequently its planning scheme contains a large suite of planning controls and policies which are derived from the State Government's Victorian Planning Provisions (VPPs).

In 2005, Colac Otway Shire commenced a major review of its planning scheme which had not been undertaken since the translation of the new format planning schemes in the late 1990s.

The new format Colac Otway Planning Scheme was gazetted on 5 August 1999, and has been operating for over ten years. Pursuant to the requirements of section 12B(1) of the Planning and Environment Act 1987 (the Act), Council is required to regularly review the provisions of the Planning Scheme, Municipal Strategic Statement (MSS), Local Policies, zones and overlays.

The last planning scheme review was adopted by Council in December 2005 and recommended a significant streamlining of the MSS, local policies and zones and overlays with the view of making policies clearer and more effective, rationalising content and giving effect to recent strategic work undertaken by the Shire. It informed Amendment C55 which was approved in 2009, and which implemented the outcomes of significant strategic projects including the Colac and Apollo Bay Structure Plans, Rural Land Strategy and the State Government's Great Ocean Road Region Landscape Assessment Study. This amendment was a significant re-write of the Planning Scheme, resulting in significant operational improvement.

The 2010 Review has considered new State planning initiatives and policies, and addresses current issues within the municipality, including potential inundation of coastal areas from future sea level rise, protection of valuable agricultural land and outcomes from the Bushfire Royal Commission following the 2009 Black Saturday bushfires.

Overall, the Review has found that the operation of the Colac Otway Planning Scheme is structurally sound with good linkages between the State Planning Policy Framework (SPPF) and MSS, but some duplication of controls could be rationalised and clearer guidance is required to meet relevant objectives and emerging issues. There is also scope to further reduce permit triggers within schedules for minor works to do with zones and overlays.

The report identifies a range of strategic planning projects which Council should undertake in the coming years to respond to gaps identified in the Review and further refine the Scheme, and a number of minor changes to zones and overlays which would enhance the effectiveness of the Scheme and further assist in local decision making. It also identifies areas in which assistance is sought from the State Government and other agencies.

This report will be considered by Council for adoption and forwarded to the Department of Planning and Community Development (DPCD) for approval.

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## 1. INTRODUCTION

This planning scheme review report has been prepared using the *Department of Planning and Community Development Planning Practice Note - Review of Planning Schemes*, February 2006. The review report is required to:

- identify the major planning issues facing the municipality;
- demonstrate how the Planning Scheme implements State Planning Policy;
- assess the strategic performance of the scheme;
- outline the strategic work that has been undertaken and the further strategic work required;
- guide the monitoring and review of the scheme; and
- make recommendations including suggested changes to improve the operation and performance of the scheme.

An important point to note is that although all elements of the planning scheme have been reviewed and commented on, only the MSS, schedules to zones and overlays and selected clauses in the particular provisions can be varied by a Council with the remaining sections set by the State Government under the Victorian Planning Provisions (VPPs).

In accordance with the requirements of section 12 B(5) of the Act, this review report constitutes the formal planning scheme review and its findings are to be submitted to the Minister for Planning for approval after adoption by Council.

Due to the technical nature of this report and the extensive use of abbreviations relating to planning scheme controls and reports, an abbreviation section at the back of the report has been included.



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## 2. COMMUNITY PROFILE OF COLAC OTWAY SHIRE

### 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 of Municipality:* 3,427 sq kilometres

*Length of Local Roads:* 1,632 kilometres

*Number of Rateable Properties (as at 31 March 2010):* 14,395

Colac Otway Shire is one of the most diverse in Victoria which presents its own unique challenges. Due to its high rainfall, agriculture, forestry and fishing will continue to underpin the economic base of the area whilst the tourism and service sectors are expected to continue to increase in importance as a driver of growth.

The landscape varies from high quality grazing and volcanic plains in the north, cool climate rain forest in the south and coastal settlements along the Great Ocean Road. Landscape values form an important part of the tourism industry particularly in and around the Otway ranges but these areas also experience constraints on development including, wildfire, flooding and landslip.

Colac Otway Shire has a natural advantage and will continue to be a significant contributor to the dairy and timber industries. Ecotourism and specialty farm produce are also growth areas which are attracting increased numbers to the Shire. Whilst general population growth has been relatively modest, this is expected to increase as the broader region develops and centres like Colac and smaller towns including Birregurra become more accessible to Melbourne and Geelong. Advances in technology, lifestyle choices and flexible work hours are seeing increases in semi occupied households where residents divide their time between Melbourne and the broader region.

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% |

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|           |       |
|-----------|-------|
| 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%

Like similar rural municipalities, Colac Otway Shire has an aging population and will need to continue facilitating and supporting this important sector. The Shire's future will be influenced in part by supporting school leavers to continue their training locally and take up jobs in the area. Young people who leave to gain qualifications outside the Shire need to be enticed back once qualified.

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### 3. STATE GOVERNMENT INITIATIVES SINCE LAST REVIEW REPORT

Since the last planning scheme review, the State Government has developed a number of significant policies that directly impact on the form, content and performance of the planning scheme as well as establishing new policy directions on specific land use/development issues. These policy initiatives will need to be addressed when reviewing the planning scheme to ensure consistency between State and Local policy. The key initiatives are considered below.

#### **Cutting Red Tape in Planning**

Released in August 2006 this report was intended to simplify the planning process in the Victorian Planning system. The report recommended a continuous improvement model that would identify 'gaps' and improvements to the current system.

Amendment VC40, a result of this report, removed the need for a planning permit for various minor matters including:

- Minor works associated with a dwelling including those captured by the heritage overlay provisions and small lot requirements.
- Minor works in business areas eg ATM machines.
- Structures in public open space eg barbeques, seating and shelters.

Other actions have included a review of the Heritage Overlay and the implementation of a fast track process for minor planning scheme amendments.

#### **Victorian Coastal Strategy (VCS) 2008**

This document is the over arching policy for land use and development along the Victorian Coast, provides direction for existing small settlements and nominates towns which can sustain future growth. A key change in the 2008 VCS was the introduction of a policy that new development should be subject to an assessment against future sea level rise of at least 0.8m by 2100, including sea surge, wave run-up and other factors. The Minister introduced a Ministerial Direction No. 13 and a Planning Practice Note which give guidance to implementation of this policy, including circumstances which warrant the preparation of a Coastal Hazard Vulnerability Assessment. The Department of Sustainability and Environment (DSE) Future Coasts team is currently finalising modelling of predicted sea level rise according to this benchmark which will result in new development controls along the coast, and greater guidance as to where new development can be permitted and where it should be discouraged. This is a significant new guiding factor influencing coastal development in the Shire.

#### **State Planning Policy Framework Review 2010**

The State Government has recently finalised a review of the format and content of the State Planning Policy Framework (SPPF) in order to make it more useful and effective in conveying state policies resulting in amendment VC71 which was gazetted on 20 September 2010. The format of the Shire's MSS will need to change over time to take account of changes resulting from the SPPF new structure.

#### **Residential Zones Review 2009**

The State Government released a report in 2009 reviewing the Residential 1, Residential 2 and Residential 3 Zones with the aim of enabling Councils to make their local policy relating to residential development more effective but has yet to release a final report. The draft recommended that local neighbourhood character policies could be included in schedules to the zones, potentially streamlining the MSS and LPPF sections of the scheme and making the provisions clearer to implement, however the benefits to the Colac Otway Shire would only apply in Colac and Apollo Bay. The Township Zone (TZ) which applies to the majority of the Shire's settlements was not considered in the review.

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**Making Local Policy Stronger 2007**

This State Government report made recommendations to strengthen the capacity of local government to more effectively implement local policies through their planning scheme. It recommended a review of the SPPF and structure of the LPPF which resulted in a preferred LPPF model being released in 2009 which encourages the use of the MSS to express local policy outcomes and discourages use of stand alone policies, and which encourages use of more flexible local provisions in zones, overlays and particular provisions to directly implement policies. This approach mirrors that taken by Colac Otway Shire when undertaking Amendment C55 in 2008/09 which resulted in stronger overlay provisions and a more streamlined LFFP. The Government is yet to introduce the more flexible overlays envisaged through this project to enable Council to take this reform further.

**Coastal Spaces Implementation Report 2006**

The Coastal Spaces Implementation Report highlighted the issue of developments (often golf course/residential subdivisions) occurring outside of coastal settlements, and the potential adverse impact on coastal landscapes, resulting in recommendations that a coastal settlement boundary be established around the perimeter of all coastal towns. This has been achieved in Colac Otway Shire following the Apollo Bay and Kennett River, Wye River and Separation Creek Structure Plans.

**Future Farming – Improving Rural Land Use 2010**

The State Government established a Future Farms Advisory Committee in 2008 to advise Government on the future of farming in the State and ways in which the planning system could be strengthened to facilitate positive outcomes. A final report was released early in 2010 but it has not yet been considered by the Government. It makes recommendations that support further protection of agricultural areas from dwellings that are not directly supporting an agricultural/rural use.

**Land and Water Biodiversity White Paper**

This White Paper makes recommendations that Catchment Management Authorities be merged with one another and with the regional coastal boards to more effectively deliver natural resource management outcomes (to take effect from 2011). A key recommendation is that there is closer integration between Planning Schemes and Regional Catchment Strategies. Further recommendations relate to improvement of habitat corridors in strategic locations to protect biodiversity from the impacts of a changing climate.

**Victorian Coastal Acid Sulfate Soil Strategy 2009**

This Strategy contains low resolution maps of coastal areas indicating the location of potential coastal acid sulfate soils (CASS) and recommends a framework for assessment of sites where these soils are thought to occur. It recommends that the State Government co-ordinate the preparation of more detailed mapping and that planning scheme controls be introduced in affected areas to recognise this environmental constraint. The mapping indicates CASS existing around Apollo Bay, Skenes Creek, and areas in the vicinity of Horden Vale and Johanna. This issue needs to be considered when making planning decisions despite the lack of accurate mapping.

In a practical sense, one of the main outcomes of the above State initiatives is a simplified MSS and more effective local controls, however Amendment C55 to the Shire's Planning Scheme in 2009 anticipated this outcome and restructured the MSS, local policies and development controls in accordance with these directions to achieve best practice. Key implications of other policy directions for the Shire are discussed later in the report.

**Regional Blueprint – Ready for Tomorrow**

The Regional Blueprint was released by Regional Development Victoria (RDV) in 2010 to help drive regional growth in Victoria. It is supported by a \$631m fund to support regional initiatives, including programs aimed at supporting strategic land use planning in regional towns and projects to manage planning for future sea level rise in vulnerable coastal areas. It establishes a platform for regional planning to occur across the State, and includes a range of strategic directions for the southwest region. It contains updated Victoria in Future (VIF) population projections for Colac, which recognise its role as a strong agricultural service and manufacturing centre which will continue to experience growth.

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#### 4. SIGNIFICANT LOCAL STRATEGIC WORK SINCE LAST PLANNING SCHEME REVIEW

The Council's approach to the monitoring and review of the performance of the scheme has been to conduct planning scheme amendments to either introduce new strategic work to the scheme or address redundant controls; or to undertake further strategic work to respond to the gaps and changing needs of the scheme.

##### 4.1 Planning Scheme Amendments

The major local amendments undertaken since the 2005 planning scheme review are outlined below:

- **C12** Modified the mapping of the Land Subject to Inundation Overlay and introduced a Floodway Overlay to align with updated flood mapping provided by the Corangamite Catchment Management Authority (CCMA). The amendment modified the Schedule to the Land Subject to Inundation Overlay to specify buildings and works that are exempt from a planning permit. **Awaiting final approval from DPCD.**
- **C17** Rezoned land at 40 Marriners Lookout Road, Apollo Bay (Marriner's Vue) to Residential 1 with a Development Plan Overlay to guide future development of the site. **Supported.**
- **C26** Applied the Public Acquisition Overlay 2 to land adjacent to the existing Pisces Pump Station, Apollo Bay in order to accommodate a high level water supply reserve. **Supported.**
- **C27** Applied the Heritage Overlay to 243 individual places and 17 precinct's in the Shire. It amended the MSS and introduced a new local policy 'Development in Heritage Precinct's'. **Supported.**
- **C28** Updated the Wildfire Management Overlay maps to be consistent with the Bushfire Prone Area designated under the Building Act 1993. **Supported.**
- **C29** Proposed to rezone land on the Barham River floodplain to Comprehensive Development Zone to facilitate a residential and golf course development know as Great Ocean Green. **Not Supported by Planning Minister (abandoned).**
- **C46** Implemented the State government's new rural zones and rezoned all land in the Environmental Rural Zone to Rural Conservation and all land in the Rural Zone to the Farming Zone. **Supported.**
- **C47** Proposed to rezone 2345 and part of 2324 Birregurra Forrest Road, Forrest from Rural Zone to Township Zone. The two planning permit applications that accompanied the amendment would facilitate the subdivision of the land into 30 allotments. **Lapsed pending outcome of Structure Plans.**
- **C48** Rezoned part of proposed Lot 73 Roger Drive, Colac from Public Park and Recreation Zone to Residential 1 Zone and the southern section of proposed public open space north of Wilson Street and east of Barongarook Creek, Colac from Residential 1 Zone to Public Park and Recreation Zone. **Supported.**
- **C49** Rezoned the former Gerangamete Primary School site from Public use Zone – Schedule 5 to Farming Zone and the former Irrewillipe East Primary School site from Public Conservation and Resource Zone to the Farming Zone. **Supported.**

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- **C50** Zoning map corrections to private freehold land that was incorrectly zoned as public land and open space land vested in Council that was incorrectly zoned Residential 1 Zone. **Supported.**
- **C51** Sought to introduce a minimum subdivision lot size into the schedule to the Low Density Residential Zone for Christies road and Woodrowvale Estate, Elliminyt. **Abandoned.**
- **C55** Implemented the recommendations of Council's 2005 Planning Scheme Review, and a number of strategic planning projects undertaken by Council as well as State Government initiatives including the: Colac Structure Plan, Apollo Bay Structure Plan, Rural Land Strategy and Great Ocean Region Landscape Assessment Study (GORRLAS). **Supported.**
- **C56** Extended the sunset provisions of Schedule 5 to the Environmental Significance Overlay by a further two years. **Supported.**
- **C59** The amendment affects land at Lavers Hill-Cobden Road and bones Track in Kennedy's Creek and deleted the land from the Colac Otway Planning Scheme and included it in the Corangamite Planning Scheme. **Supported.**
- **C60** Extended the expiry date specified in Schedule 5 to the Environmental Significance Overlay to 31 December 2011 (interim control) whilst an amendment for permanent controls for the Barham River water catchment is prepared by Barwon Water. **Supported.**

**4.2 Most significant amendment since last review – C55**

The most comprehensive planning scheme amendment of Council in the last review period was Amendment C55. This amendment was prepared in the context of a considerable amount of strategic work undertaken by Colac Otway Shire some of which arose out of the initial 'Three Year Review' of the Colac Otway Planning Scheme in 2005. Amendment C55 gave effect to the following adopted reports of Council:

- Colac Structure Plan (CSP) 2007.
- Apollo Bay Structure Plan (ABSP) 2007.
- Rural Land Strategy (RLS) 2007.

It also implemented the recommendations of the Great Ocean Road Region Landscape Assessment Study (GORRLAS) which had been undertaken by the State Government. In particular, Amendment C55 implemented the following:

**LPPF Changes**

A completely new MSS to reflect the directions and recommendations of the adopted strategic documents and a different format to more closely align with State Government direction. Further, it also streamlined content, deleted policies at clause 22 except a heritage policy and transferred some policies to overlay/ zone schedules.

**Zoning Changes**

Rezoning of land to implement the outcomes of the Colac Structure Plan (CSP) and the Rural Land Strategy (RLS), and amended the Farming Zone (FZ) Schedule to insert minimum building setbacks from scenic roads in the Shire.

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**Overlay Changes**

Inclusion of land in various overlays to implement the outcomes of the Colac Structure Plan; the Apollo Bay Structure Plan; the Rural Land Strategy; the Great Ocean Road Region Landscape Assessment Study (GORRLAS); and the 'Three Year Review Report'.

New permit exemptions were also introduced to reduce unnecessary permit triggers, exempting for example the need for a permit for sheds under 300sqm in several overlays. The schedules were also reviewed to improve policy guidelines, objectives and linkages to the LPPF and SPPF. Much of the policy content from Clause 22 was incorporated into the overlay schedules.

A total of 255 submissions were received to the amendment. The panel that considered the amendment broadly supported Council's strategic approach as represented by the amendment, and concluded that:

*"The Amendment is the culmination of a large amount of strategic planning effort and Council is to be congratulated for bringing together a range of diverse issues into a streamlined and updated MSS and statutory framework.*

***We recommend adoption of the Amendment** subject to a number of specific changes. We do not recommend any further strategic work before adoption and the changes we recommend do not, we believe, require further notification. Changes that we think are warranted, but would require further notification are recommended for inclusion in a **'follow on'** amendment."*

Amendment C55 was adopted in October 2008 and gazetted by the Minister in June 2009. The 'follow on' amendment is yet to be finalised but is a **priority** for exhibition within the next 12 months.

The follow on amendment comprises approximately 23 proposed changes to the planning scheme, mainly to do with rezoning of land and existing ineffective controls. Some of these initiatives have been identified through this current planning scheme review.

Importantly, the Panel made recommendations for further strategic work which should be undertaken by Council in the coming years as a follow up to the policy development incorporated into Amendment C55. Key recommendations included the need for:

- Review of commercial floor space within the Colac CBD and the need or otherwise for expansion of the commercial zoning to accommodate future growth.
- Review of the supply and demand for industrial land in Colac to determine whether additional land at Forest Street should be rezoned.
- Review of the land supply/demand for residential land in Colac which the Panel believed to be overestimated, and identification of future growth opportunities around Elliminyt.
- Determination of a future heavy bypass route around the central part of Colac's CBD.

**4.3 Completed strategic work since last review**

Apart from formal planning scheme amendments, Council has continued with a strategic work programme that addresses current issues and provides a policy direction. Strategic work which has been commissioned (or completed) since the last review includes the following:

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***Rural Land Strategy 2007***

In April 2005, Council commenced a comprehensive review of its rural zones and the implementation of a plantations policy with a view to informing the zone selection from the new State Government suite of Rural Zones. Council engaged consultants to prepare a report to address land capability, zone selection and minimum subdivision lot sizes.

Council adopted the Rural Land Strategy in 2007. The Strategy highlights the importance of agriculture and the municipality's rural areas to the local and regional economy, and confirms the need for continued protection of agricultural land, particularly in the north-west quadrant of the Shire which was identified as being the most productive, and designated as 'Farmland of Strategic Significance'. The Strategy highlights the need to avoid fragmentation of farming land from dwellings, to preserve environmental and landscape values, and identifies opportunities for tourism development in the rural areas. It encouraged rural residential development to be directed into preferred locations, and identified candidate areas for rural living. The Study recommended that a Rural Living Strategy be undertaken to review the boundaries of the small rural towns and confirm or otherwise opportunities for land to be zoned Rural Living in the Shire. In terms of timber harvesting, the Strategy recommended that plantations be discouraged from establishing in highly productive agricultural areas and water catchments.

***Colac Structure Plan 2007***

The Colac Structure Plan commenced in 2005 and was adopted by Council in February 2007. The Structure Plan was prepared in the context of Colac experiencing growth towards Elliminyt with population forecasts indicating modest additional town growth at the same time as the population was aging and tending towards smaller households.

Key outcomes of the plan included rezoning part of the east Colac industrial precinct and land at the western town entry from industrial to Farming Zone to preserve views of the lake, rezoning of land at Marriner Street to Rural Activity Zone, rezoning of new industrial land east of Forest Street to accommodate future growth, an increase in the provision of public open space in Colac, urban design improvements for the Colac town centre and strategies to address traffic management issues in Colac and the surrounding road network. Two areas of fragmented land south-west and south-east of Elliminyt were zoned to Rural Living to recognise their pattern of development. The Plan indicated there was a 50-80 year supply of zoned residential land and confirmed a settlement boundary around existing zoned areas.

***Apollo Bay Structure Plan 2007***

The Shire commenced the preparation of a Structure Plan for Apollo Bay, Marengo, Skenes Creek and immediate areas in May 2005. Although largely completed in mid 2006, finalisation of the Plan was delayed by other parallel processes, in particular the Planning Panel for the Great Ocean Green development to the south of Apollo Bay and determination of the water capacity of the area. The Apollo Bay Structure Plan was completed in early 2007 following advice from Barwon Water regarding the likely location and capacity of a future water storage facility.

Apollo Bay has been designated as an area for moderate growth by the State Government and is already experiencing pressure for development resulting in concerns about impacts on the coastal town character. Over the next 20 years, Apollo Bay will experience significant change and the Structure Plan sought to determine a clear strategic direction for how and where this new development should take place.

Key recommendations of the Structure Plan included the establishment of a settlement boundary around existing zoned areas based around the 40-50 metre contour below the steeper foothills of the township, with a small extension to the north to support rezoning of land at Marriners Vue for residential development. The Plan supported a residential/golf course based development on land south of Apollo Bay at the Barham River consistent with the Great Ocean Green proposal, subject to



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approval of that amendment. Support for both rezonings was premised on the new water storage augmentation.

The Structure Plan balanced the competing needs of population growth with protection of the town character by incorporating neighbourhood character policies from a previous Study and encouraging high densities around the centre of Apollo Bay whilst using minimum lot sizes to preserve the low density character of outer areas. A Design and Development Overlay was recommended for commercial and residential land to preserve the low scale building height.

***Kennett River, Wye River and Separation Creek Structure Plans 2008***

A Structure Plan was prepared for Council in 2006 covering the towns of Kennett River, Wye River and Separation Creek. The purpose of the structure plan was to review the potential for growth in each of the settlements.

The Plan, adopted in 2008, acknowledged the state policies discouraging growth in the settlements due to the significant environmental constraints of wildfire, landslip and landscape protection, and recommended that a settlement boundary be applied around the existing Township Zone in each settlement. A small flat, cleared area to the rear of the Wye River caravan park was identified for future investigation to determine its suitability for non-urban form tourist accommodation. Council later resolved to rezone the Low Density Residential Zone land north of Separation Creek to Rural Conservation Zone to reflect its high environmental sensitivity and location outside the town boundary.

***Apollo Bay Harbour Master Plan 2008***

Council adopted a Master Plan for the Apollo Bay Harbour in 2008 that provides for a redevelopment of the Apollo Bay Harbour precinct. The Master Plan is the culmination of many years of work by State Government, Council and the community. It proposes a boutique hotel connected to a health and well being centre, a swimming pool, shops and restaurants, as well as a range of other public facilities and infrastructure improvements such as a promenade, wider boat ramp, sealed car park, new Sailing Club building, new port operations buildings and an aboriginal interpretation centre. Council has recently received funding from the State Government to commence a planning scheme amendment to introduce appropriate controls into the Scheme that facilitates this development.

***Salinity Mapping Project 2004/06***

Council worked in partnership with the Corangamite Catchment Management Authority in 2004/06 to identify areas of the Shire subject to salinity, resulting in the production of appropriate mapping to be introduced into the planning scheme via a future planning scheme amendment. The mapping was accompanied by policy material for inclusion in the LPPF section of the Scheme.

**4.4 Current strategic work**

The following strategic planning projects are in progress:

***Rural Living Strategy***

The Rural Living Strategy is a follow-up study to the Rural Land Strategy in 2007 and will recommend a series of objectives and strategies for the future management of rural living and rural settlements in Colac Otway Shire. The Strategy aims to:

- Identify appropriate locations for the Rural Living Zone
- Review existing boundaries of small settlements
- Develop more refined policy for consideration of subdivision and housing applications in the rural zones.

***Birregurra and Forrest Structure Plans***

The structure plans will examine the future growth prospects for both towns by considering opportunities and constraints and preferred settlement boundaries, and appropriate planning controls where required. Key issues relative to these towns will

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be wildfire risk and flooding, and the protection of the valued low density character of the towns.

**Apollo Bay Settlement Boundary and Urban Design Review**

The Apollo Bay Settlement Boundary and Urban Design Review has been funded by the State Government following the Minister’s decision not to support approval of Amendment C29. The review will examine previously identified areas adjoining the existing settlement boundary in addition to two areas adjoining the Barham River identified for possible development by the Planning Minister. It will also identify urban design initiatives for Apollo Bay and update the supply and demand analysis for housing. This project will refine the outcomes of the 2007 Structure Plan in relation to urban development.

**Colac and Apollo Bay Car Parking Study**

There is little policy guidance in the Planning Scheme concerning waiving of car parking requirements for commercial development. The Study aims to examine parking utilisation in both Apollo Bay and Colac, review parking rates, and develop a parking policy for incorporation into the planning scheme. It will also provide recommendations for future management of parking areas.

**Review of Erosion Management Overlay**

The CCMA provided Council with updated maps of land to be included in the Erosion Management Overlay in 2007 following a mapping project that focussed on smaller settlements. The maps when implemented into the Planning Scheme will reduce the coverage of the overlay, particularly in the smaller settlements. Updating of maps and changes to the existing EMO schedule will reduce permits required under the overlay and provide clearer guidelines for application requirements. Officers have been working to develop maps suitable for inclusion in the Scheme to finalise this project.

**4.5 Current amendments in progress**

**Amendment C58 (Panel to consider submissions November 2010)**

Amendment C58 introduces statements into the Municipal Strategic Statement to reflect the directions of the Kennett River, Wye River and Separation Creek Structure Plans, 2008. It also rezones land in Harrington Street and Dollar Drive, North of Separation Creek, from Low Density Residential Zone to Rural Conservation Zone and includes the Structure Plans as a reference document.

**4.6 Status of further work identified in current table from MSS (clause 21.06)**

The following table represent studies/amendments that are identified in the current MSS as further work to be undertaken by Council which arose from the previous planning scheme review process (including Amendment C55).

| PROJECT   | STATUS / COMMENT  |
|---|---|
| C55 – Follow on amendment   | About to commence preparation of ‘stand alone’ amendment to implement the full list of consequential recommendations of the C55 panel. (see appendix 1) |
| Prepare a Rural Living Strategy to identify appropriate locations for rural residential development across the Shire and to include a more detailed policy on housing and subdivision in rural areas.         | Draft document due for Council consideration late 2010.   |
| Undertake a Small Towns Strategy to consider extension of the Township Zone in small towns, to be undertaken concurrently with the investigation of other areas for the application of the Rural Living Zone. | Part of current Rural Living Strategy and Structure Plans for Birregurra and Forrest.   |

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| Undertake a review of lots less than 8 hectares in the context of their agricultural capability, level of dwelling development and proximity to townships with a view to applying the Rural Living Zone in appropriate locations.  | Included in current Rural Living Strategy.   |
| Prepare a precinct structure plan for Elliminyt.   | Colac Residential Strategy proposed for budget consideration in 2011/2012 which will update the land supply/demand in Colac and review future growth opportunities beyond current boundaries, focusing on Elliminyt. |
| Prepare a precinct structure plan for the east Colac area north of the Princes Highway.  | Project aims to provide greater guidance about the future of land around the residential zone at Marriners Street. Will be considered in future budgets.   |
| Undertake a residential land supply analysis for all segments of the Colac market.   | Expected to be included in the Colac Residential Strategy.   |
| Undertake an industrial land supply analysis for Colac.  | To be addressed in the Commercial Land Strategy which has been funded by Council in 2010/11 and is dependent on receiving an external grant.   |
| Undertake an analysis of parking issues in the Colac and Apollo Bay Commercial areas.  | Currently underway – due to be completed early 2011.   |
| Develop an open space strategy to guide future open space provision for residential development in new and established residential areas in Colac and Apollo Bay.  | Scoping of study currently underway and expected to be completed late 2011. Funded in the 2010/11 budget.  |
| Further investigate and consider the former Bruce Street landfill site for the purpose of a recreation area or other appropriate use linked to Lake Colac.   | Preliminary investigation conducted with further analysis required before Council can decide on the proposal.  |
| Prepare an Apollo Bay Harbour Precinct Master Plan for the redevelopment of the port vicinity with a tourism, fishing, boating, commercial and recreational focus strengthening links to the town centre and providing net community benefits.   | Master Plan completed and external funding being sought to commence preparation of a planning scheme amendment.  |
| Prepare a structure plan for Birregurra to manage future growth in a manner responsive to environmental constraints and respectful of the unique qualities of this township.<br>This should be prepared and implemented before the advent of sewerage to ensure development is properly controlled to ensure the preservation and enhancement of the local character and natural and built form of the town. | Currently in progress with draft report expected to be considered by Council late 2010.  |
| Investigate the development of policy guidelines to guide development within Birregurra township including materials, built form, height, setback and colours and the appropriateness of a Design and Development Overlay to protect its unique qualities.   | The structure plan for Birregurra provides an overview of these issues however a separate detailed study is required.  |
| In conjunction with Barwon Region Water Corporation, assess the needs and opportunities for reticulated sewerage in  | Completed – Barwon Water implementing sewerage scheme in 2010/2011.  |

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|---|---|
| Birregurra and impacts on future development.   |   |
| Update Overlays on completion of the Corangamite River Health Strategy.   | New biodiversity mapping provided by DSE in 2009 proposes to extend the coverage of the ESO2 to support the objectives of the strategy.   |
| Update the Vegetation Protection and Environmental Significance Overlays to incorporate revisions to the Ecological Vegetation Class mapping.   | Planning Scheme Amendment currently being prepared for exhibition 2011.   |
| Update the Land Subject to Inundation Overlay and schedule to align with revised data and mapping when available from the Corangamite Catchment Management Authority.   | Completed – awaiting final approval of amendment C12 from Minister.   |
| Revise the Erosion Management Overlay following completion of the Department of Primary Industries and Corangamite Catchment Management Authority review.   | Currently resolving technical problems with mapping and expect to lodge amendment documentation with Minister in 2010/11.   |
| Consider applying the Salinity Management Overlay to areas recommended by the Corangamite Catchment Management Authority.   | Council resolved to proceed with an amendment in 2009. Awaiting revised mapping from the CCMA prior to exhibition of an amendment in 2010/11.   |
| Review retail and office floor space needs in Colac and review zones accordingly.   | This work to be included in a Commercial Land Strategy for Colac  |
| Maintain close linkages with the Corangamite Catchment Management Authority, the Western Coastal Board, VicRoads, Water Corporations, the Victorian Coastal Council, the Department of Sustainability and Environment and the Department of Planning and Community Development to ensure regional consistency is developed. | Regular meetings with DPCD are held to monitor progress of amendments and planners attend regional forums. Meetings with other Government agencies including Barwon Water, Western Coastal Board, CCMA and Future Coasts are also held on a regular basis. Council is undertaking a Regional Land Use Plan with the G21 Councils. |
| Undertake urban design improvements for the enhancement of the Colac Town Centre.   | This work will be undertaken as part of the Central Business Area Urban Design Framework which is due to commence in late in 2010.  |
| Undertake enhanced recreation and pathway connections particularly around Lake Colac and in relation to the proposed Education, Recreation and Community Precinct.  | First stage completed with additional works subject to future funding allocation.   |
| Maintain and enhance the local road network, particularly links with Colac, to support viability of Birregurra and encourage tourism.   | Twice yearly meetings with Vic Roads continue as an advocacy forum between all parties. A future road hierarchy study is expected to identify issues for local roads.   |
| Investigate the land use planning implications of sea level rise and storm surge associated with climate change and appropriate planning scheme responses.  | Council's planning officers have submitted comments and presented to the Government Advisory Committee responsible for assessing the impact of Coastal Climate Change and attended workshops convened by Future Coasts in relation to sea level rise modeling.  |
| Identify and protect RAMSAR wetlands as important ecological and economic assets.   | The introduction of the ESO2 from C55 referenced all significant wetlands and RAMSAR sites in the Shire.  |
| Identify and promote activities which illustrate and are sensitive to local Koori history   | Discussions are taking place to consider closer ties with local indigenous groups including the use of a MOU.   |

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## 5. CONSULTATION

Due to the extensive community consultation undertaken in the last planning scheme review and as part of Amendment C55, consultation for this review has concentrated on the main users of the Planning Scheme which included the groups below. It should be noted that whilst the key issues raised by different stakeholder groups are listed below, may recurring issues arose across many of the workshops.

### 5.1 Councillor Consultation

A series of briefings were held with Council during the course of the Review and the following issues were raised:

- Can the permit triggers for the size of sheds be reviewed with appropriate controls and guidelines for larger sheds?
- Identify demand for increased tourist accommodation in the Otways such as Forrest, and express greater support for tourist accommodation south of the Otway ridgeline by considering a range of zones.
- No support for timber plantations south of Otway ridgeline.
- Support for greater guidance of rural dwellings at the local level.
- Urgent need to identify clearer direction for Colac bypass and preferred route.
- Support review of Design Development Overlays (DDO's) at Colac East over industrial areas to clarify their purpose.
- Interest in pursuing a development contributions scheme (although officers explained that this had not been pursued to date due to the lack of growth and information available concerning future infrastructure needs).
- Need to reduce the level of car park waivers and increase contributions to be used for future land acquisitions.
- Query whether the Bushfire Royal Commission would result in greater exemptions for native vegetation.

### 5.2 Statutory Planning

#### Summary of issues raised:

- Review current suite of DDOs applied to Apollo Bay and coastal settlements to ensure that neighborhood character objectives are better reflected in the wording of the provisions, that the subdivision lot size criteria are effective and that the intended outcome is being achieved.
- Review the DDOs over the industrial areas and Business 4 Zones in Colac.
- Advocate for State Government to introduce more flexible zones/overlays that would provide for a rationalization of the overlays applied to coastal settlements relating to neighbourhood character to reduce duplication and complexity of the controls.
- Review application of the Rural Conservation Zone (RCZ) and inland areas which have significant landscape values/native vegetation coverage.
- Review the use of the Farming Zone in the southern most part of the Shire.
- Clearer direction required for sheds in rural areas concerning location and size.
- Consider wider application of the Rural Activity Zone (RAZ) to support tourist accommodation in the Otways and coastal hinterland.
- Further direction required for Timber Production applications on private land (ie native timber harvesting as opposed to plantations).
- Stronger guidelines required in the Scheme for consideration of applications where septic tanks are required in the rural zones, including minimum lot sizes for subdivision.
- More refined policy criteria for consideration of dwellings and boundary realignments/excisions in the rural zones that recognizes different circumstances that arise.
- Require an Open Space Strategy that supports inclusion of open space contribution amounts in the Planning Scheme.

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- The Neighbourhood Character Precinct Statements for Apollo Bay need to be reviewed and updated to ensure they are relevant to decision making on residential development under the DDOs.
- The 2003 Heritage Study is now dated and needs review to ensure that it meets current expectations about protecting heritage assets in the Shire.

### 5.3 Other Council Departments

An extensive range of other Council Departments were consulted on the performance of the Planning Scheme as listed below:

- Infrastructure
- Environment and Community Safety (including fire prevention)
- Recreation, Arts and Culture
- Economic Development
- Building
- Community & Corporate Services
- Environmental Health

#### Summary of issues raised:

- Further exemptions required for vegetation removal under overlays for weeds, exotic species, roadside grazing and roadside maintenance.
- Current road maintenance agreement with DSE could be reviewed to improve operational effectiveness.
- Planning scheme should contain local provisions to recognise areas with potential Acid Sulphate Soils – advocate for State Government funding to improve mapping and establish planning controls
- Advocate for State Government to allow a trigger for planning permits for private forestry in water catchments and areas of high agricultural capability (as per recommendations of Rural Land Strategy).
- The Domestic Wastewater Management Plan 2007 is not fully utilised by Council officers and should be referred to in the scheme.
- Further direction required on Climate Change and consideration of sea level rise in decision making, and the importance of wildfire issues and the way in which fire protection and native vegetation management will be balanced when exercising discretion.
- Requirements for provision of Private Open Space under the Subdivision Act are limited by lack of strategic direction – need a policy on contribution amounts.
- Infrastructure design is applied inconsistently particularly in relation to subdivisions – a Manual is being purchased to establish new standards which should be referenced in the Scheme.
- Township Master plan reference documents in the planning scheme are out of date.
- Consideration should be given to a Development Contributions Scheme (whilst this issue was raised, officers indicated the reason it had not been undertaken was due to the lack of growth in Colac and lack of information about future infrastructure requirements).

### 5.4 External Agencies

An extensive range of agencies, Government Departments and servicing authorities were invited to participate in the Review. The following agencies attended:

- VicRoads
- Department of Sustainability and Environment
- CFA
- Wannon Water

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The following points are a summary of issues raised:

- Wannon Water supports initiatives which reduce the fire risk in water catchments and that limit further development in those areas.
- Conditions from referral authorities should be standardised for straight forward planning permit applications.
- The Township Zone should not be extended in water catchment areas.
- Referrals need to be rationalised by establishing agreements and protocols where possible.

### 5.5 Practitioners

Council invited input from a range of practitioners who regularly lodge planning permit applications in the Shire including surveyors, designers, planning consultants, building surveyors and Geotechnical engineers. The workshop was attended by a small but diverse group of consultants.

The following points are a summary of the issues raised:

- Need to review the Apollo Bay town boundary.
- More direction needed on a preferred housing style in Apollo Bay.
- Multiple planning controls in coastal settlements are confusing eg neighbourhood character controls in Wye River, Separation Creek and Kennett River.
- Support for a Development Contributions Plan that facilitates funding for future infrastructure needs.
- Clearer guidelines to developers for when Private Open Space is required.
- Clearer guidelines in relation to waste disposal systems to require 'best practice'.
- Development Plan Overlays in Colac are too onerous for developers.
- Not enough exemptions for minor works and sheds in the various overlay controls.
- Concern over when salinity should be considered.
- Align planning permits with building permits.
- Applications for dwellings on small lots in the Farming Zone which are heavily vegetated should be treated more favorably.

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## 6. PLANNING ISSUES FACING THE MUNICIPALITY

This section provides an overview of the major planning issues facing the municipality based on a review of the municipality's physical and community characteristics, recent State and Local Government policies and strategic work and the current Council Plan.

### 6.1 Emerging Issues

- Bushfire Risk – Following the 2009 Black Saturday bushfires, a Royal Commission Report has been released in July 2010. The State Government has responded to this announcing a review of planning controls and policies at both a state and local level that will have implications for the development potential of settlements and rural land in the southern part of the Shire. Council will need to be actively engaged in these review processes to ensure that the Shire's interests are appropriately represented.
- Protection of agricultural land – Council's recent strategic planning supports state policies to protect its high quality agricultural land from other land uses, and the recent State Government Future Farming report will result in further State Government actions to reinforce these policies further. It will be important to implement the findings of Council's Rural Living Strategy to clearly direct residential development to appropriately identified locations.
- Climate Change – Sea level rise and changes in agriculture are significant issues which will become more relevant to the Shire given its coastal interface and high quality agricultural land. DSE's Future Coasts modelling of predicted sea level rise will be released late in 2010, and Council will need to work collaboratively to ensure that appropriate planning controls are introduced that respond to risk of coastal inundation, and that State Government funds further work to examine the policy implications for settlement in the coastal strip within the Shire eg Apollo Bay.
- Duplication of the Winchelsea to Colac section of the Princes Highway – The duplication of the Highway to Colac and future growth of Geelong to the south and west will increase the linkages between Colac and Geelong and have an influence on the rate and location of growth in the Shire.
- Truck By Pass route for Colac – A decision on a preferred route for heavy vehicles is required to ensure any future planning decisions appropriately recognise this issue and do not prejudice a preferred route. The Shire's Road Hierarchy Study will assist this process.
- Regional Planning – Colac Otway Shire has contributed to the development of Regional Plans in both the G21 and Great South Coast (GSC) groups of Councils, which both present Colac as an important regional centre that has potential for future growth due to its proximity to Geelong, growth occurring to the south-west associated with timber and energy production and the attractive lifestyle of the coastal hinterland. A Regional Land Use Plan is being undertaken by the G21 Councils to examine the implications of growth to the region which will assist Council to guide its future strategic planning.
- Public Transport – Increased regional rail services have been identified as a major gap in facilitating economic development in the Shire particularly for Colac and will be pursued through the G21 and GSC regional forums.
- Acid Sulphate Soils – The State CASS Strategy has identified the existence of acid sulphate soils around Apollo Bay and Hordern Vale, but the mapping is poor and there are no planning controls to reflect this risk. Improved mapping and appropriate planning overlays are required to support decision making. Council has taken a lead role in initiating a joint project with other agencies to map potential areas of acid sulphate soils inland.



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- Sustainability – Council through its planning scheme will need to increase its delivery of Environmentally Sustainable Development (ESD) outcomes within its scope of influence. Potential for progress in this area beyond State Government regulations is limited; however options for Council could be explored.

## 6.2 Matters requiring State Government assistance

The following issues have been identified through the review as ones which require State Government support to direct changes to particular aspects of the planning scheme, provide greater levels of direction and information to address locally important issues.

- Tourism accommodation in RCZ and FZ - The Farming Zone and Rural Conservation Zone should be amended to increase the flexibility for consideration of tourist accommodation such as larger Bed and Breakfasts and Group Accommodation. Despite state policies to encourage tourism around the Otways National Park and along the Great Ocean Road, the zones restrict this form of development.
- Improved operation of Heritage Overlay - The current structure of the HO and use of local policy is cumbersome and needs improvement at a State level. An amendment is required at the local level to amend errors in mapping of the HO over several properties.
- Planning for settlements at risk of future sea level rise - Coastal Hazard Vulnerability Assessments are required for settlements and coastal land within the Shire that builds on Future Coasts mapping to take account of local factors and develop policy responses to avoid the need for CHVAs to be undertaken for individual sites, and provide useful direction for strategic planning in affected towns.
- Improved EMO mapping – Beyond the current project to update and reduce the EMO coverage across the Shire, further work is necessary to utilise improved technology and ground proof larger areas subject to land instability (ie landslip) so that the broadly applied EMO can be further reduced in its coverage and only apply to the areas with actual risk (and reduce the permit burden to land owners).
- Improved mapping for Acid Sulphate Soils – This issue requires a central role from the State Government through its relevant agencies to assist Colac Otway in identifying potential areas of acid sulphate soils with the best available mapping technology, and to introduce appropriate planning controls.
- Native Vegetation for Roadside Maintenance – On-going trimming of native vegetation along road reserves is a major resource commitment by Council. A current agreement exists between Colac Otway Shire and DSE but is inflexible (particularly reporting arrangements) and difficult to apply across the Shire's extensive road network. Exemptions for roadside maintenance need further review to reduce the burden on Council whilst it seeks to meet its Road Management Act and fire safety responsibilities.
- Residential Zones – The TZ applies to most small towns in the Shire. Greater flexibility is required across all the zones, particularly the TZ to allow consolidation of overlays such as the DDO and NCO and for the schedule of the TZ to be better utilised for local conditions. (e.g. ability to nominate a minimum lot size). This could be addressed through the Residential Zones Review.
- Colac projects to address social disadvantage – Colac is one of the most disadvantaged communities in the State, and support is required from a range of perspectives to help address this long term disadvantage. Urban amenity improvements is one way for this to occur.

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## 7. ASSESSMENT OF THE COLAC OTWAY PLANNING SCHEME

### 7.1 How the MSS implements the State Planning Policy Framework

The State Planning Policy Framework (SPPF) contained within the Victoria Planning Provisions outlines the general principles for land use and development and incorporates policies relating to settlement, environment, housing, economic development, infrastructure and particular uses and development, that must be considered in all planning decisions.

The following clauses make up the SPPF and are all relevant to Colac Otway:

- Clause 11: Settlement
- Clause 12: Environmental and landscape values
- Clause 13: Environmental risks
- Clause 14: Natural resource management
- Clause 15: Built environment and heritage
- Clause 16: Housing
- Clause 17: Economic development
- Clause 18: Transport
- Clause 19: Infrastructure

The Practice Note on the writing of Municipal Strategic Statements and the recommendations from the Making Local Policy Stronger project, recommend that to improve the linkages with the SPPF, the use of key themes in the MSS should be more aligned to those in the SPPF.

No significant issues were raised through the review process in relation to linkages between the SPPF and the rest of the planning scheme. As a result of Amendment C55, the current MSS broadly follows the structure of the SPPF and there are no obvious inconsistencies between the two documents. The C55 panel was satisfied about the consistency between the State and local sections of the Colac Otway Planning Scheme.

Following the recent State amendment VC71 which updated the structure of the SPPF, Council will need to revise the structure of the MSS where required to ensure consistency is maintained between the MSS and other elements of the scheme.

### 7.2 Effectiveness of the current MSS

This section provides an assessment of the effectiveness of the current MSS in terms of clarity, usability and alignment with the DPCD's Practice Note 'Format of Municipal Strategic Statements'. Structural changes of the MSS from the last review including significant re writing and incorporation of local policies produced a more concise and relevant document. As an overall comment, the new MSS is considered structurally sound and a more streamlined strategic document than the previous MSS.

This review has concentrated on identifying issues that need to be expressed more effectively in the MSS and to provide more specific direction for land use and development across the Shire.

The following changes are proposed:

- Clauses 21.03-9 Rural Living and 21.05-1 Agriculture needs to be strengthened to more clearly guide use of direction when considering applications for dwellings, excisions and boundary realignment in the FZ and RCZ (being developed through the Rural Living Strategy). For example, there is no direction in relation to proposals on vegetated FZ land or land in the RCZ.

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- Clause 21.04-7 Climate Change requires updating by removing the first dot point in the strategies section and referencing the 'Future Coasts' work. More guidance is required on this issue to reinforce the importance to the Shire of maintaining agricultural viability.
- Include reference to Environmentally Sustainable Design and its importance in the context of land use and development in the Shire.
- Clause 21.04-8 Landscape Character requires stronger emphasis to protect and maintain landscape and view lines along roads, and the final strategy should more effectively discourage hilltop/ridgeline development. Delete reference to 'significant scale'. Clarify type of vegetation sought and elevate in order of dot points.
- Section required highlighting Acid Sulphate Soils and areas where they potentially occur in the Shire.
- Clause 21.04-9 Cultural Heritage to include a section on the importance of 'Dry Stone Walls'.
- Add reference to 'Indigenous Heritage' at clause 21.04-9
- Clause 21.05-3 Manufacturing requires further discussion around small towns and their relationship with Colac as the service centre.
- Clauses 21.02 and 21.04-2 require stronger guidelines in respect to Effluent Disposal, an explanation of why 'best practice' is required and the nature of constraints eg need for water catchment protection. Also needs to note existing septic issues in the small coastal towns.
- More emphasis should be placed on the Shire's Wastewater Management Plan 2007 and an objective included to meet best practice in relation to waste water.
- Clause 21.04-5 Erosion requires more emphasis on landslip constraints and a distinction between landslip and erosion. This section should reference updated mapping for the EMO and provide guidance on when a risk is unacceptable.
- Clause 21.04 - Given the significance of Wildfire to the Shire, this issue should be identified as its own sub clause.
- Clause 21.04-3 Vegetation section should include commentary on Timber Production on private land, and refer to native vegetation harvesting.
- There is no reference to salinity and the soon to be introduced SMO.
- Clause 21.04-2 Water requires its own section on storm water and a requirement for a management plan for Colac based around WSUD.
- Needs to reference the need for Structure Plans for small towns that don't have Structure Plans currently in place eg Beech Forrest, Gellibrand and Lavers Hill.
- Should highlight the need to develop planning controls for Birregurra that direct appropriate growth to ensure development from reticulated sewerage appropriately respects the town's heritage and neighbourhood character values.
- Review policy references to external colours / materials to clarify circumstances where muted tones are required. Subdued colour schemes not required in all circumstances, particularly rural land away from vegetated landscapes in the Otways.
- The eight metre height limit for development in small towns should be reviewed to incorporate some flexibility. Objectives can be achieved with clearer guidelines addressing the overall design without over emphasising a prescriptive height limit on a new building.

### 7.3 Effectiveness of the current local policies

The existing Colac Otway Planning Scheme contains only 1 local planning policy and the following is a brief commentary.

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**Clause 22.01 – Colac Otway Heritage Policy**

This policy applies to all land with a Heritage Overlay and provides guidelines for the conservation and enhancement of buildings and places within the overlay.

Being the remaining local policy not within the MSS, there is the potential for all of the detail of this policy to be included in an incorporated document at Clause 81. This would further streamline the MSS, however the disbenefit would be that this information would be separate from the balance of the Scheme and would be more difficult to locate for the user. It is recommended that the heritage policy be retained as stand-alone policy in the LPPF due to the large number of heritage places listed under the overlay. It should be noted that some recommendations from the 2003 Heritage Study and the subsequent panel are outstanding and will need to be included in this clause and the Heritage Overlay where applicable. The State Government is currently reviewing the Heritage Overlay which will result in some changes to its structure and operation within the planning scheme over the next year or so.

**7.4 Effectiveness of the current zones and schedules**

There are a total of 17 zones in the Colac Otway Planning Scheme as follows:

- Residential 1
- Township
- Low Density Residential
- Industrial 1
- Business 1
- Business 2
- Business 3
- Business 4
- Rural Living
- Rural Conservation
- Farming
- Rural Activity
- Public Use
- Public Park and Recreation
- Public Conservation and Resource
- Road Zone
- Special Use

**Residential Zones**

- The current suite of residential zones is considered to be working well, although the State Government is encouraged to include the Township Zone in its review of the Residential Zones so that a Schedule could be introduced to replace the multi-layered overlays required to address neighbourhood character in the small coastal towns (eg NCO, SLO and DDO) – this would simplify the controls for all users.
- Application of the Township zone to smaller settlements does limit development in respect to some commercial uses which are still subject to clause 52.10 and are treated the same as larger industrial uses. This is a statewide control and Colac Otway Shire has recently advised DPCD of the zoning limitations in respect to the proposed Microbrewery in Forrest.
- Land south of Colac currently zoned RLZ was identified through Amendment C55 to be considered for a re zoning for more dense urban development – this will form part of the proposed Colac Residential Strategy.
- Issues concerning inappropriate sheds in the LDRZ could be addressed by including a schedule to the zone limiting shed size and possible setbacks from boundaries.

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- A precinct of housing close to Lake Colac that did not receive Panel support for inclusion in the Heritage Overlay warrants further assessment as to whether a DDO or NCO should be applied to ensure that new development is respectful of the preferred character.

**Industrial Zones**

- All industrial uses in Colac are located in Industrial 1 zoned land which is located on the eastern and north-west areas of town. A future review of commercial and industrial land as part of the proposed Colac Commercial Strategy will consider current demand and supply, whether some industrial 3 land is appropriate in Colac and Apollo Bay and what areas should be identified for long term growth for a mix of different types of industries.
- There is a poor interface between the Apollo Bay industrial estate and adjoining residential land – this is being reviewed as part of the Apollo Bay Settlement Boundary Review.

**Business Zones**

- There is a need to investigate the future demand for bulky goods developments in Colac and the intended future Colac Commercial Strategy will address the capacity of the Business 4 Zone to the west of Colac which is a town entrance to accommodate some uses currently in the Colac CBD that no longer require a central location or have out grown their site.
- An extension of the Business 1 Zone in Apollo Bay east to Thomson Street should be considered and will form part of the current Apollo Bay Settlement Boundary & Urban Design Review. Currently, this area is bordered on both sides by the Business 1 Zone.
- The Amendment C55 panel recommended that the current business zones in Colac and Elliminyt be determined to review their adequacy to accommodate future retail needs. This is proposed to form part of the Colac Commercial Strategy, and will clarify the intended outcomes in the B2Z. The strategy will examine what level of retail development is appropriate for Elliminyt.

**Rural Zones**

- The application of these zones, except for the RAZ is currently being reviewed as part of the Rural Living Strategy. There remain some inconsistencies from the direct translation of the old format planning schemes in relation to the extent of RCZ verses the FZ. For example, some forested areas on small lots were zoned Farming and arguably could have been zoned RCZ. Confirmation of suitable rural living land will form part of the Rural Living Strategy particularly in relation to land adjoining township boundaries and there is a need for more refined policy direction for consideration of dwellings in the FZ that recognizes specific circumstances.
- There may be a need for further examination of the desirability of wider use of the RAZ given the current prohibition of group accommodation under other rural zones unless it is ancillary to an existing agricultural use. Expansion of much needed tourism accommodation in the Otways as encouraged in state and local strategies is currently limited. The ability to consider such proposals is vital to build on existing ecotourism activities such as the 'Great Ocean Walk' and 'Otway Fly'. Submissions to DPCD have been made to consider a more flexible zone (ie FZ or RCZ) or a new addition to the VPPs. This is the preferred method as it allows retention of the RCZ over environmentally sensitive land.
- Remove permit triggers for earthworks from the RLZ as this provision is vague and too difficult to determine and is generally covered by existing overlays. Further, it is considered that the saline groundwater reference is equally problematic and should be removed in anticipation of the SMO being introduced in 2011.

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- The 'conservation values list' within the RCZ schedule requires updating and a reference to 'impacts from dwellings to be included.
- Need to delete identified roads in FZ schedule which are not actually located in the FZ and for them to be referenced in the MSS to be considered when assessing the landscape impacts of development proposals.
- Based on consultations, it is evident that the use and development of rural sheds has caused concerns. Existing permit triggers in the FZ for an outbuilding (100m<sup>2</sup>) is inconsistent with overlays such as the SLO (300m<sup>2</sup>). An increase to 300m<sup>2</sup> in the FZ would recognize the requirement for a reasonable size farm shed or outbuilding ancillary to an existing dwelling but pick up larger sheds which may involve a change of use and amenity impacts.

**Public Use Zones**

- The Public Park & Recreation Zone has been applied to areas of public open space. Direction is required to assist with the provision of public open space relating to subdivision to ensure the appropriate contribution of open space to meet future needs. The Shire has commenced an Open Space Strategy which will identify future requirements and a policy basis for contributions.
- Update schedule in the PPRZ to note the current Apollo Bay Masterplan. In this context, Council is currently seeking funding to undertake an amendment that implements site specific controls to facilitate the 2008 Master Plan development.

**Special Use Zones**

- This zone is used when there are no other applicable zones. It currently applies to the Apollo Bay airfield and there is no requirement to apply this zone elsewhere in the Shire. Consideration should be given to applying this zone to the Colac airfield which is currently zoned FZ.

**7.5 Effectiveness of the current overlays and schedules**

There are a total of 13 overlays in the Colac Otway Planning Scheme:

- Environmental Significance
- Heritage
- Design and Development
- Land Subject to Inundation
- Environmental Significant
- Significant Landscape
- Development Plan
- Vegetation Protection
- Neighborhood Character
- Erosion Management
- Wildfire Management
- Public Acquisition
- Airports Environs

A review of the application of zones and overlays has identified that they are correctly applied throughout the municipality, except as elsewhere identified in the report, generally to reflect improved information available.

However, a number of schedules do require further refinement in relation to unnecessary permit triggers and clearer decision guidelines that builds on the improvements achieved through Amendment C55 in 2009. In respect to rural zones, these are currently being reviewed through the Rural Living Strategy which will provide further guidance around rural living and existing settlements throughout the Shire.

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A brief overview of the overlay and schedules and recommended improvements are listed below.

**Environmental Significance Overlay**

This overlay has six schedules.

- Schedule 1: Warrion Groundwater
  - Schedule 2: Lakes, Wetlands and Watercourses
  - Schedule 3: Declared Water Supply Catchments
  - Schedule 4 Habitat Protection
  - Schedule 5: East Barham River Potable Water Catchment Area.
  - Schedule 6: Colac Water Reclamation Plant Buffer
- The effectiveness of the ESO1-Warrion Groundwater is questionable and the permit trigger concerning 'biomass' for vegetation removal requires an explanation. Exemptions are significant and few permits are triggered and the relevant referral authority provides limited information. The overlay does not address land use change which is the most significant potential for impact on groundwater.
  - ESO2 and ESO4 – Updated biodiversity mapping has recently been produced for the Shire by DSE and Council has recently completed an assessment of biodiversity values on Council roadsides. These schedules and overlays maps will be subject to a future planning scheme amendment.
  - ESO5 – The West Barham catchment area has a temporary ESO as it has only recently been declared a catchment under the Catchment and Land Protection Act. This will soon be the subject of an amendment by Barwon water to make the control permanent.
  - Acid Sulphate Soils is an emerging issue which is being assessed by relevant Government agencies and may result in a future schedule being applied to an overlay once reliable mapping is available.
  - Wannon Water has advised that the boundaries of their declared water catchment do not match the ESO3 boundary and will be seeking an amendment to correct this.

**Heritage Overlay**

- The Heritage Overlay (HO) has 1 Schedule which lists 311 heritage sites and places, including individual buildings, parks, gardens and precincts.
- Several anomalies require correction in relation to mapping and property identification within the schedule.
- Review justification for the existing heritage overlay at the Colac public housing precinct and consider removing or including more guidance for additions and preferred materials if retained.
- Consider further actions from the 2003 Heritage Study including additional properties of significance which were not included under the initial application of the overlay, including application of the HO to parts of the Beechy Rail Trail.

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**Design and Development Overlay**

This Overlay has 7 schedules:

- Schedule 1: Industrial Area on Eastern Edge of Colac.
  - Schedule 2: Colac West Business Area.
  - Schedule 3: Colac Business Hwy.
  - Schedule 4: Coastal Towns: Skenes Creek, Kennett River, Wye River and Separation Creek.
  - Schedule 5: Apollo Bay Town Centre.
  - Schedule 6: Apollo Bay Medium Density Residential Area.
  - Schedule 7: Apollo Bay and Marengo – Lower Density Residential Areas.
- Schedules 1, 2 and 3 should be revised to give more direction for subdivision minimum lots sizes and desired planning outcomes. For example, there is confusion whether the minimum subdivision requirement of 5ha in schedule 1 is to protect views of Lake Colac or retain lots of a size that are flexible for future industrial land uses. Other requirements such as separation of buildings and landscaping would achieve the same objective.
  - Schedule 4 could be deleted and combined with other existing controls such as a revised NCO or SLO to minimise duplication subject to the State Government providing greater flexibility in the state standard overlay templates.
  - Schedule 7 requires precinct maps to clarify minimum lot size as these are not currently shown within their respective schedules and are difficult to identify.
  - Schedules 6 and 7 require clearer guidelines in relation to their objectives and preferred outcomes for low density and medium density areas to clearly differentiate the intended levels of development envisaged.
  - The provisions concerning development density and minimum subdivision lot sizes in Schedule 7 require review to clarify circumstances where higher development densities would be supported – the current criteria do not support the achievement of the Schedule objectives and are open to wide interpretation as evidenced by recent VCAT decisions which have not supported the Council's decision.
  - Consideration should be given to introducing a DDO over the Apollo Bay industrial area to guide preferred development.

**Development Plan Overlay**

This Overlay has 4 Schedules:

- Schedule 1: Colac Abattoir and Food Production Plant
  - Schedule 2: Future residential Areas (Colac)
  - Schedule 3: Future Industrial Areas (Colac)
  - Schedule 4: Mariners Vue Development Area
- Review the requirements of the existing DPOs in Colac and whether they are achieving their objective. Subject to the extent of undeveloped land, landholders are currently required to produce a development plan which specifies works across the whole area that is affected by the DPO even though they only wish to develop one lot. This is particularly costly for non developers who would have to wait until other landholders choose to develop their lots. Council should consider funding of Development Plans in consultation with affected landholders and remove DPOs where areas are already developed.
  - The DPO1 could now be removed due to the extensive development of the site that has occurred.



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**Land Subject to Inundation Overlay**

- This overlay is applied to all watercourses and rivers throughout the Shire and Amendment C12, adopted by Council in June updated this mapping and also introduced the Floodway Overlay. It also introduced a range of permit exemptions. This amendment is currently before the minister for final approval.
- Mapping of flood prone areas will need to be updated further when the 'Future Coasts' mapping is released, indicating areas of future sea flooding resulting from climate change.

**Significant Landscape Overlay**

This Overlay has 5 Schedules.

- Schedule 1: Valleys, Hills and Plains Landscape Precinct.
- Schedule 2: Coastal Towns: Skenes Creek, Kennett Rive, Wye River and Separation Creek.
- Schedule 3: Apollo Bay Coastal Valley and Hills Precinct.
- Schedule 4: Johanna Coast to Cape Otway Coastal Valley and Hills Precinct.
- Schedule 5: Apollo Bay Landscape Precinct.
- The SLO5 should specifically discourage development on ridgelines as this policy outcome has been diluted with recent changes to the LPPF via Amendment C55. Whilst there is reference in the MSS, it needs to be reinforced in the overlay control.
- Remove the outbuilding exemption for SLO3 and SLO4 as a permit trigger in the RCZ as there is concern that exempted buildings may result in buildings that adversely affect the landscape. It would not increase permit requirements due to the other existing permit triggers.

**Vegetation Protection Overlay**

This overlay is currently applied to large areas of the Shire and has 2 schedules.

- Schedule 1: Significant and Remnant Vegetation
- Schedule 2: Roadside Vegetation
- As a result of recent updated biodiversity mapping provided to the Shire by DSE, the VPO will be updated through a planning scheme amendment. Proposed changes include:
  - Introducing a third schedule covering 'scattered trees'
  - Update existing mapping (some additional areas to be included particularly close to the coast, and some areas where the overlay is to be deleted).
- Review of the schedules (ie effectiveness of objectives, decision guidelines, etc). It is considered that although the exemptions are extensive they remain difficult to interpret for permit applicants and in relation to other issues such as wildfire.
- Despite changes to the Native Vegetation provisions in State and local sections of the Planning Scheme in 2008 which increased permit exemptions for roadside vegetation maintenance, and resulted in an agreement with DSE in relation to those exemptions, the operation of the provisions is still onerous, and the reporting requirements of the DSE are unreasonable. The State Government should consider further refinement of these provisions to make it easier for Councils to maintain roadsides and comply with fire prevention and public safety responsibilities.

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- Any review of the VPO schedules should consider introducing permit exemptions for maintenance of native vegetation along trails/reserves managed by Council such as the Beechy Rail Trail. As with roadsides, it is an onerous requirement to obtain permits for routine maintenance activities.

**Neighborhood Character Overlay**

This overlay has one schedule: Coastal Towns: Skenes Creek, Kennett River, Wye River, and Separation Creek.

- Subject to greater flexibility provided in the state standard controls, remove duplication of controls by considering merging the NCO1 with the DD04. This could be achieved by a new schedule to the TZ or included with an existing overlay provided that appropriate changes are consistent with State standard provisions.
- There is considerable scope to reduce the overlap between the DD04, NC01 and the preferred character statements of clause 21.03.

**Erosion Management Overlay**

- A modified version of this overlay was introduced in 2006 and covers the southern half of the Shire. The operation of the EMO has been problematic due to the blanket coverage of the mapping, determining when a Geotech report is required and the bona fide of that report. Further, the coverage of the mapping has captured areas of flat land which wouldn't normally represent risk of erosion but still triggers a permit. Updated maps produced by DPI and changes to the schedule are currently being prepared for a planning scheme amendment in late 2010 and this is expected to reduce the EMO coverage and the number of unnecessary permits.
- The CCMA and DPI have commenced work preparing more refined mapping based on better LIDAR data which would substantially increase the accuracy and reduce the coverage of the EMO further in the future, however further funding is required to complete the work. Council should advocate for State Government funding in the future to complete this work.

**Wildfire Management Overlay**

- This overlay applies to the southern part of the Shire, predominantly the Otway ranges and surrounding foothills. The WMO mapping was updated in 2007 but will be reviewed by the State Government and CFA with a revised methodology following the State Government response to the recommendations of the Bushfire Royal Commission. The State is also committed to developing a more thorough state planning policy for development in high risk areas, and to work with Councils to develop appropriate local provisions. These initiatives are supported as they would provide clear direction to landholders and simplify requirements between planning and building regulations.
- The Council and the CFA could consider reaching agreement on standard conditions and processes with regard to permit applications and referrals. This would assist with streamlining the application process.

**Public Acquisition Overlay**

- The PAO is currently applied to the west of Colac near Pirron Yallock on the Princes Highway and to land at Apollo Bay to provide for a water storage facility.
- It is anticipated that following public consultation and discussions between Council and Vic Roads, consideration will be given to applying this overlay to a preferred Colac Bypass route.

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### Airports Environs Overlay

This Overlay incorporates a Schedule and identifies uses which require a referral under Section 55. Buildings must be constructed to comply with aircraft noise standards.

- Apollo Bay airfield is covered by an AEO however Colac airfield is not. The need for an AEO over the airfield and surrounding land could be considered, however this is a low priority given its location and lack of development pressure around it.

### 7.6 Effectiveness of the particular provisions

There are 8 opportunities in Clause 52 of the Planning Scheme for Council to specify local variations to particular provisions and the most relevant are discussed below:

- Clause 52.01 Public open space contribution and subdivision  
A public open space contribution scheme is needed at clause 52.01 to guide the application of open space contribution conditions on permits for subdivisions. Currently, decisions are difficult to justify at VCAT, even if the required contribution is at or under the maximum of 5% specified in the Subdivision Act due to a lack of policy in this area. The Open Space Strategy is expected to provide a policy basis for application of contributions and address those areas which currently have little or no open space provision.
- Clause 52.02 Easements, restrictions and reserves  
There is currently no requirement to utilize the schedule to this clause.
- Clause 52.03 Specific sites and exclusions  
There is currently no requirement to utilize the schedule to this clause.
- Clause 52.05 Advertising signs  
A signage policy needs to be developed for the Shire. The lack of policy guidance on signs represents a major gap in the planning scheme. A policy that considers local issues and expresses guidelines for preferred types, sizes and location of signs in different circumstances could be incorporated into a schedule to clause 52.05.
- Clause 52.06 Car parking  
There is currently no Council car parking policy to guide decision making on planning permit applications where a proponent is seeking to reduce or waiver car parking requirements. This often leads to debate about consistency of decisions and the level of reductions that are warranted, Council is currently preparing a Colac and Apollo Bay Car Parking Study which is expected to provide the guidance necessary for use of discretion when considering a waiver of car parking. It will be important that the outcomes of the Study are incorporated into the Schedule to this Clause to ensure that decisions are supported by VCAT if appealed.  
  
There is also a need for the State Government to finalise its long standing review of car parking rates at Clause 52.06 given the widely accepted view in the industry that the rates are excessive.
- Clause 52.17 Native Vegetation  
Further clarification from the State Government around permit exceptions for maintenance of native vegetation on road reserves and on public reserves/trails (as noted earlier) would greatly assist the interpretation of this clause and simplify approval processes for Council works staff. The opportunity to utilise precinct plans in Colac Otway Shire is limited but could be considered for selected roadsides/reserves where long term management is required.

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- Clause 52.27 Licensed Premises  
There is currently no Schedule listed in this clause which provides an opportunity for Council to identify locations where licenced premises should be prohibited. In 2009, Council resolved to examine relevant policies and consider local circumstances when assessing applications for licensed premises. It is considered appropriate that a policy be developed to reflect current issues and local circumstances.
- Clause 52.28 Gaming  
Gaming is a highly regulated state policy and one that has little impact on Colac Otway due to the limited capacity to increase the overall number of machines. The Schedule currently prohibits new venues in most of the shopping areas and is relatively restrictive.

**7.7 Relevance of current incorporated and reference documents**

The Schedule to Clause 81.01 includes 34 documents, 31 of which are State Government project documents and these must be retained.

Reference documents within the MSS and Local Policies that should be removed and/or updated include:

- Master plans for small towns – plans have been completed for most towns with part funding from the State Government. These relate mainly to public infrastructure improvement works rather than planning outcomes, and some plans have completed implementation and therefore are no longer relevant and should be removed from this section as a reference document.
- The Colac Otway Economic Development and Tourism Strategy (2004) is to be replaced by the Economic Development Action Agenda 2009-2013.

Audit of all incorporated and reference documents – this section will be updated to reflect current Council policies consistent with the Council Plan.

**7.8 Relevance of current incorporated and reference documents**

Based on the review and stakeholder workshops, the following conclusions have been drawn:

**What works well in the planning scheme?**

- Current MSS structure – supports DPCD preferred structure.
- Consultation – the community values the opportunity to provide feedback and participate in the planning process which is complimented by Councils own policy on Community Consultation.
- Effectiveness of neighborhood character provisions in small coastal locations in achieving preferred design outcomes.
- Stronger policy direction in the Farming Zone in relation to rural dwellings – Council is receiving support from VCAT in it's decisions.
- Protection of landscape values along coastal areas.
- Current officer delegations which result in a relatively streamlined and effective decision making process that appears to be supported by the community and stakeholders.

**What doesn't work well in the planning scheme?**

- Community understanding of planning process.
- Requirements for straight forward applications and need for more streamlined process.
- Clearer and unambiguous advice and permit conditions from referral authorities.
- Inability to disregard irrelevant objections.
- Confusion about the status of reference documents in planning decisions.

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- Decision Guidelines when assessing dwellings in the suite of rural zones could be improved to reflect the broad range of circumstances that arise.
- Language is often contradictory and too complex – eg permit triggers and exemptions for Native Vegetation (despite improvements made through Amendment C55).
- Non binding objectives around ESD – difficulty achieving in planning system at the early stage of development. Possibility does exist to develop local policy on limited aspects.
- Salinity – lack of clarity from DSE as the referral authority.
- Slow to keep up with communities on issues such as climate change, liquor licensing and energy efficiency.
- Changes to VPPs – not often fully explained or supported by information prior to coming into affect.
- Exemptions for native vegetation removal – need to be streamlined especially for roadside maintenance and maintenance along trails such as the Beechy Rail Trail.
- Absence of clear guidelines for Wildfire and response to referrals.

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**8. FURTHER STRATEGIC WORK**

Key future strategic work for Council that has been identified during the Review process is categorised as follows:

| <b>HIGH PRIORITY PROJECTS</b>  |
|--|
| C55 Follow on amendment  |
| Colac CBD and Entrances Urban Design Framework   |
| Review the Design and Development Schedules at Apollo Bay  |
| Implement Rural Living Strategy & Birregurra/Forrest Structure Plans   |
| Implement Colac & Apollo Bay Car Parking Strategy  |
| Update Erosion Management Overlay mapping  |
| Undertake Settlement wide CHVAs in Coastal areas vulnerable to sea level rise.   |
| Apollo Bay Harbour – undertake amendment to facilitate approved Master Plan redevelopment                                |
| Neighbourhood Character Study for Birregurra   |
| Colac Residential Strategy   |
| Colac Commercial Strategy  |
| Public Open Space Policy   |
| Error amendment to correct mapping and removal of redundant controls   |
| Develop local wildfire policy (in conjunction with State Government) in accordance with outcomes of the Royal Commission |
| <b>MEDIUM PRIORITY PROJECTS</b>  |
| Amend VPOs & ESO, to reflect updated biodiversity mapping  |
| Develop improved policy for colour schemes in rural areas  |
| Development Plan Overlay – Prepare Development Plans   |
| Implement Salinity Management Overlay  |
| Apply development controls to areas with potential acid sulphate soils   |
| Review Design and Development Overlay in Colac Industrial areas / B4 zones   |
| Review wider application of RAZ & RCZ  |
| Develop Licensed premises policy   |
| <b>LOW PRIORITY PROJECTS</b>   |
| Apply Heritage Overlay to additional sites in the Heritage Study   |
| Style Guidelines for Apollo Bay and other locations in Shire   |
| Review need for NCO / DDO in Lake Colac residential precinct   |
| Update of MSS and zone/overlay schedules to address minor issues raised in the review                                    |
| Develop ESD policy   |

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|  |
|--|
| Develop Advertising Signage policy   |
| Structure Plans for Gellibrand, Lavers Hill, Beech Forrest, Beeac & Cressy |
| Develop Precinct Plan for East Colac Rural Activity Zone land              |
| Review the 2003 Heritage Study   |
| Review the Apollo Bay/Marengo Neighbourhood Character Precinct Statements  |

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## 9. RECOMMENDATIONS

The current Review follows a recent overhaul of the MSS and other Planning Scheme controls which occurred through Amendment C55. That amendment significantly streamlined the Scheme and updated the key policy directions.

Overall, the Review has found that the operation of the Colac Otway planning scheme is structurally sound with good linkages between the SPPF and MSS, but some duplication of controls could be further rationalised and clearer guidance is required in some areas to meet relevant objectives. There is also scope to reduce permit triggers within schedules for minor works to do with zones and overlays.

Importantly, the Review establishes a program of strategic planning which needs to be undertaken by Council to address policy/strategy gaps and to improve the local policy framework and clearly identifies areas where State Government initiatives/support is required.

This report will be considered by Council for adoption and forwarded to the Department of Planning and Community Development (DPCD) for approval.



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## 10. ABBREVIATIONS

### Zones

R1Z - Residential 1 Zone  
TZ - Township Zone  
LDRZ – Low Density Residential Zone  
IN1Z – Industrial 1 Zone  
B1Z - Business 1 Zone  
B2Z - Business 2 Zone  
B3Z - Business 3 Zone  
B4Z - Business 4 Zone  
RLZ - Rural Living Zone  
RCZ - Rural Conservation Zone  
FZ - Farming Zone  
RAZ - Rural Activity Zone  
PUZ - Public Use Zone  
PPRZ – Public Park and Recreation Zone  
PCRZ – Public Conservation and Resource Zone  
RZ - Road Zone  
SUZ - Special Use Zone

### Overlays

ESO – Environmental Significance Overlay  
HO – Heritage Overlay  
DDO – Design and Development Overlay  
LSIO – Land Subject to Inundation Overlay  
SLO – Significant Landscape Overlay  
DPO – Development Plan Overlay  
VPO – Vegetation Protection Overlay  
NCO – Neighbourhood Character Overlay  
EMO – Erosion Management Overlay  
WMO - Wildfire Management Overlay  
PAO – Public Acquisition Overlay  
AEO – Airport Environs Overlay  
Salinity Management Overlay

### General

ESD – Environmentally Sustainable Development  
GORRLAS – Great Ocean Road Region Landscape Assessment Study  
MSS – Municipal Strategic Statement  
LPPF – Local Planning Policy Framework  
SPPF – State Planning Policy Framework  
DPCD – Department of Planning and Community Development  
VPP – Victorian Planning Provisions



**OM102710-10****DRAFT BIRREGURRA AND FORREST STRUCTURE PLANS**

|             |                                    |           |  |
|-------------|------------------------------------|-----------|--|
| AUTHOR:     | Don Lewis                          | ENDORSED: | Jack Green   |
| DEPARTMENT: | Sustainable Planning & Development | FILE REF: | GEN00451 Planning Schemes/Birregurra & Forrest Structure Plans |

**Purpose**

To present the draft Birregurra and Forrest Structure Plans to Council seeking a resolution to commence public consultation.

**Declaration of Interests**

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

**Background**

In August 2009 Council appointed consultants CPG Australia to undertake Structure Plans for Birregurra and Forrest in order to establish a long term planning framework for both towns. Consultation with these communities was undertaken in November 2009 to identify key issues.

The Context Report prepared as part of the project identifies opportunities and constraints for future development, and forms the basis of the draft Structure Plans. The plans have been developed taking into account initial feedback from the respective communities and recommendations have been developed that are consistent with the relevant State planning guidelines for Structure Plans.

It is important to note that Council has also commissioned CPG Australia to prepare a Rural Living Strategy to establish a settlement framework for the Shire which determines the boundaries for all of the small towns and identifies areas potentially suitable for zoning to Rural Living Zone. This project has strong linkages with the Structure Plans for Forrest and Birregurra and has been developed concurrently with the Structure Plan process. Whilst the draft Rural Living Strategy has not yet been reported to Council, it does reflect the outcomes of the more detailed planning that has been undertaken for Forrest and Birregurra through the Structure Plan process. Birregurra in particular is identified in the draft Rural Living Strategy as having strong potential for future growth.

**Council Plan / Other Strategies / Policy**

The Council Plan 2009-13 states for Land Use and Development that "*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.*"

Clause 21.06 of the Planning Scheme recognises the need for a structure plan to be prepared for Birregurra to manage future growth in a manner responsive to environmental constraints and respectful of the unique qualities of this township. It identifies a particular need to undertake this planning prior to reticulated sewerage of the town.

There are a range of State and local policies relevant to the preparation of the Structure Plans, and these are outlined in the Context Reports. It is anticipated that following finalisation of the Structure Plans, the policy references to Forrest and Birregurra in the Planning Scheme will be updated by a planning scheme amendment.

### **Issues / Options**

The Structure Plans are made of two parts, a Context Report and the Structure Plans. The Context Report provides important background including planning policy, existing conditions and opportunities and constraints. The Structure Plans use the framework of the Context Reports to provide the rationale for the proposed plans and discuss the relevant recommendations in more detail. The following is a summary of the key issues being raised in the draft Structure Plans.

#### **Birregurra**

The Birregurra Context Report identifies Birregurra as a town with a natural advantage and well located to receive strong growth in the years ahead. The connection to reticulated sewerage over the next 12 months will see increased demand for housing. Additionally, the decision to upgrade the Princes Highway and expected increases in train services from Geelong will build on Birregurra's attractiveness as a lifestyle town.

The Context Report confirms that Birregurra is constrained by flood prone land to the east (around the Barwon River) and recognises rising land to the south of the town which is subject to landslip. It further acknowledges the railway line to the north as an impediment to expansion in that direction.

There are significant infill opportunities within the existing urban environment of the town (ie land zoned Township Zone) and this is expected to make up a large part of the initial land supply as the town steadily grows. This is particularly the case once the sewerage scheme has been completed, allowing many vacant allotments to be developed, and subdivision of other large allotments into smaller lots, particularly those with two street frontages. Greenfield sites to the north and west of the town also provide potential residential development options over the mid to long term.

Whilst acknowledging the significant potential for infill development post-sewerage, the draft Plan also recognises that the existing character of the town could be impacted on by increased development, and advocates that additional planning controls and policies may be required to avoid ad hoc development in the future. It recommends that Council fund a neighbourhood character study for Birregurra that provides a strategic basis for such development controls. In the short term, the Plan provides general descriptions of different precincts in the town, and some key features which contribute to this character, which could be used to guide local decision making whilst more prescriptive policies/statutory tools are developed.

The draft Birregurra Structure Plan identifies land north-west of the town as potential future residential land subject to more detailed site investigation. These sites would be outside of the settlement boundary initially, but if found appropriate for development following land owner instigated site specific analysis in relation to issues such as flora and fauna values, cultural heritage, traffic management and the like, could be rezoned and included within a revised settlement boundary. Whilst further work is required to justify rezoning of these sites, the draft Structure Plan provides strategic justification for them to be considered for future development, providing land owners the surety required to invest resources in undertaking the necessary site investigations. The designation of these sites also provides strategic justification for the Planning Minister to authorise the exhibition of any future planning scheme amendment to rezone the land.

The draft Structure Plan also recognises the existing industrial land north of the town in the location of the sawmill by including this land within a revised settlement boundary. The plan retains this existing industrial zoning, but recommends that an area to the north-east of the town which is occupied by a few local businesses be reserved for future low key light industrial uses to service the growing needs of the community.

### Forrest

The Forrest Context report identifies the strategic significance of the town as the gateway to the Otways and the important role tourism plays, particularly in the growing ecotourism market. There was a strong recognition in the report of the history of the timber industry and the recent cessation of logging on public land within the Otways.

The Context report confirms key environmental constraints such as the risk of wildfire from the surrounding vegetated land and flooding on some lower areas adjoining the township to the east and north-east. Moderate infill opportunities are available within the existing Township Zone with limited opportunities for expansion of the existing settlement boundary particularly to the south, west and east of the township.

A review of existing infrastructure and services showed Forrest is reasonably served with recreation and community facilities. However, due to the fact that the town is unlikely to reach a population which could justify reticulated sewer, the continued use of septic tanks for waste disposal requires improved practices to minimise long term contamination of the catchment area.

The draft Forrest Structure Plan identifies two sites north of the existing settlement boundary as potential areas for residential development which are considered less prone to wildfire. As with the similar designations for Birregurra, these sites would be outside of the settlement boundary initially, but if found appropriate for development following land owner instigated site specific analysis, could be rezoned and included within a revised settlement boundary.

Existing dwellings in the Farming Zone that essentially operate as part of the town but currently are located outside the Township Zone are proposed to be rezoned and included within a revised settlement boundary. Other land south east of the township is proposed to remain in the Farming Zone which in the main is undeveloped and subject to a greater risk from wildfire. As a heavily constrained settlement, Forrest presents several challenges in striking the right balance in providing support to the existing residents and for growth to support an important tourism sector.

The State Government has responded to the Bushfire Royal Commission report in recent months by announcing a review of state policy relating to development in high bushfire risk parts of the State, and this has potential to influence the final Structure Plan outcome for Forrest (ie it could result in no potential for expansion of the town). It has been considered important in the draft Structure Plan however, to indicate where future growth might possibly occur dependant on the outcome of the State Government's policy development on this issue over the coming 12 months.

### Options

Council has the options of:

1. Supporting public exhibition of the draft Structure Plans;
2. Requiring further work to be undertaken to the draft Plans prior to public exhibition; or
3. Not supporting exhibition of the Plans, and ceasing the project.

Given the significant work that has been undertaken in preparing the draft Structure Plans to date it is recommended the documents be placed on public exhibition to seek community views on the various elements of the proposals. There are several issues that should be tested in the community before Council makes final decisions on matters such as the proposed future residential investigation areas. A further report will be provided to Council early in 2011 that responds to submissions and recommends the adoption of final Plans.

### **Proposal**

It is proposed that Council resolve to publicly exhibit the draft Structure Plans.

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

The Structure Plans have been prepared in accordance with the budget allocation for the project.

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

Council can only consider strategic directions for land use in Birregurra and Forrest that align with broader State Government planning policies. The draft Structure Plans have been developed to meet this objective and provide the best opportunity of being successfully implemented in the Planning Scheme at a later time. Any future changes proposed to the Structure Plans would need to satisfy state policy parameters, or risk not being supported by the Planning Minister through a planning scheme amendment.

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

Environmental considerations have been considered in the production of this report particularly in relation to wildfire, flooding, landslip and biodiversity constraints. These are discussed in detail in the Context Reports for both Structure Plans.

### **Community Engagement**

The community engagement strategy has followed the recommendations of the Colac Otway Shire Council Community Engagement Policy of January 2010, which details five levels of engagement – inform, consult, involve, collaborate and empower. ‘Consult’ has been the chosen method of engagement and involved a public meeting in November 2009 and a street stall at the 2009 Birregurra Festival to gauge the views of residents early in the Structure Plan process.

It is considered a more informal approach to consultation should be used as part of the next stage of community engagement, such as ‘drop in sessions’ in both towns to allow community members to discuss the draft plans one-on-one with Council officers. These sessions would be held either on a week night or a Saturday/Sunday afternoon to allow maximum participation outside of work and/or sporting commitments.

### **Implementation**

Following Council consideration of the draft Structure Plans, officers will commence the public exhibition process by sending a Community Bulletin to all land owners in and around the two towns, and placing advertisements in the local media. Copies of the documents will be available for viewing in Colac, Apollo Bay and at accessible locations in the two towns. They will also be posted on the Council web site. A minimum of six weeks will be given for lodgement of written submissions, with submissions to be received no later than Friday 17 December.

**Conclusion**

The Birregurra and Forrest Structure Plans will provide direction for future land use and development and through the Context Reports has identified potential opportunities and constraints. On balance, it is considered the draft structure plans have identified relevant issues for both towns and taken into account feedback from the first round of community consultation. It is important to note that the role of the draft Structure Plans is to identify appropriate options based on the work undertaken so far, and to test these options with the community and other stakeholders including State government agencies before a final document is considered by Council in 2011.

**Attachments**

1. Birregurra Context Report
2. Birregurra Structure Plan
3. Forrest Context Report
4. Forrest Structure Plan

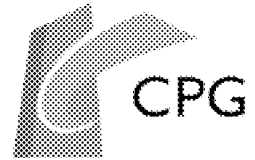
**Recommendation(s)**

***That Council undertakes public consultation in relation to the draft Birregurra and Forrest Structure Plans for a minimum period of six weeks, with the submission period ending at the close of business on 17 December 2010.***

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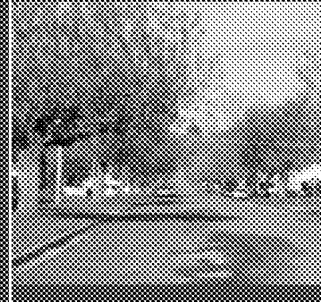
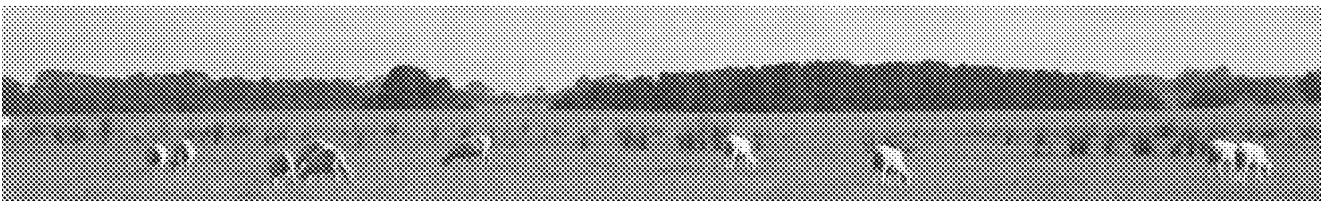




colac otway shire

# BIRREGURRA STRUCTURE PLAN

## Context Report



October 2010  
Prepared by CPG

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# 1 Introduction

In 2005 Birregurra was selected by the State Government to participate in its *Innovation Project – Country Town Water Supply and Sewerage Program*. Following community consultation, a functional design for a reticulated sewerage scheme was completed by Barwon Water and in April 2008 Treasury formally approved the scheme at an estimated cost of \$7.5 million. The appointment of contractors to construct the infrastructure is being finalised and the project is expected to commence by the end of 2010.

To date, development in Birregurra has been limited by the absence of sewerage, which has resulted in the retention of large block sizes to allow for septic tanks. It is anticipated that connection of the township to reticulated sewerage will facilitate the subdivision of lots previously considered too small to manage and treat their own wastewater. It is therefore likely that there will be pressure for more intensive residential development within the existing Township zone land once sewerage is available. Effective management of any increase in residential development is considered essential in order to preserve the valued rural character of Birregurra Township.

CPG Australia (formally Coomes Consulting Group) has therefore been engaged by Colac Otway Shire to prepare an updated Structure Plan for Birregurra.

The purpose of the Structure Plan is to direct future growth and encourage sustainable land use development in Birregurra over a 20 year period, providing a long term vision and planning and development framework for the town. Issues to be taken into consideration include demographic trends, housing needs, urban design, neighbourhood character, heritage values, economic development, infrastructure provision and natural resources.

It is acknowledged that similar work has previously been conducted for Birregurra, the most recent being the *Birregurra Township Masterplan (2007)* by THA Landscape Architects. The Masterplan identified key community aspirations, mainly regarding streetscapes and has not been adopted by Council. Rather than revisiting the previous strategic investigations (in particular the significant amount of consultation with the local community and community representative groups), this Structure Plan intends to identify and build on the recommendations made throughout the existing documentation. Where appropriate, next steps will be identified for implementing key recommendations, ensuring Birregurra continues to progress in a sustainable manner which is consistent with its key opportunities, constraints and regional role, as identified by local and state planning policy.

The Plan is presented in two parts: Context and Structure Plan. This document represents the Context, providing the background to the influences on development in Birregurra, exploring key issues and opportunities for the final Structure Plan, and providing an overview of options for the Plan.

The separate strategy document details the objectives, strategy and actions to give directions and implement the recommended approach to future development in Birregurra.



## 2.2 What is the role of Birregurra?

### 2.2.1 Regional context

Birregurra has a regional role as a residential location for larger employment generating towns such as Colac and Geelong. Given its relative proximity to these towns, Birregurra offers a small town lifestyle that creates a point of difference for potential home buyers. Its natural beauty and historic charm as well as its strong community spirit create a character that is unique to Birregurra. With housing stock that is generally considered more affordable, Birregurra provides an interesting alternative to living in a larger town in the Shire or Geelong which are within a short driving distance.

Relative to Geelong, the role of Birregurra as a lifestyle destination for the traditional Geelong market will continue to grow following the construction of the Geelong bypass. The bypass will bring Birregurra within even a shorter travel time to Geelong, improving its overall attractiveness to commuters. The duplication of the Princess Highway will also improve travel time to and from Birregurra for tourists and people working in the surrounding region. It is expected that this interest is likely to further grow once servicing is brought online.

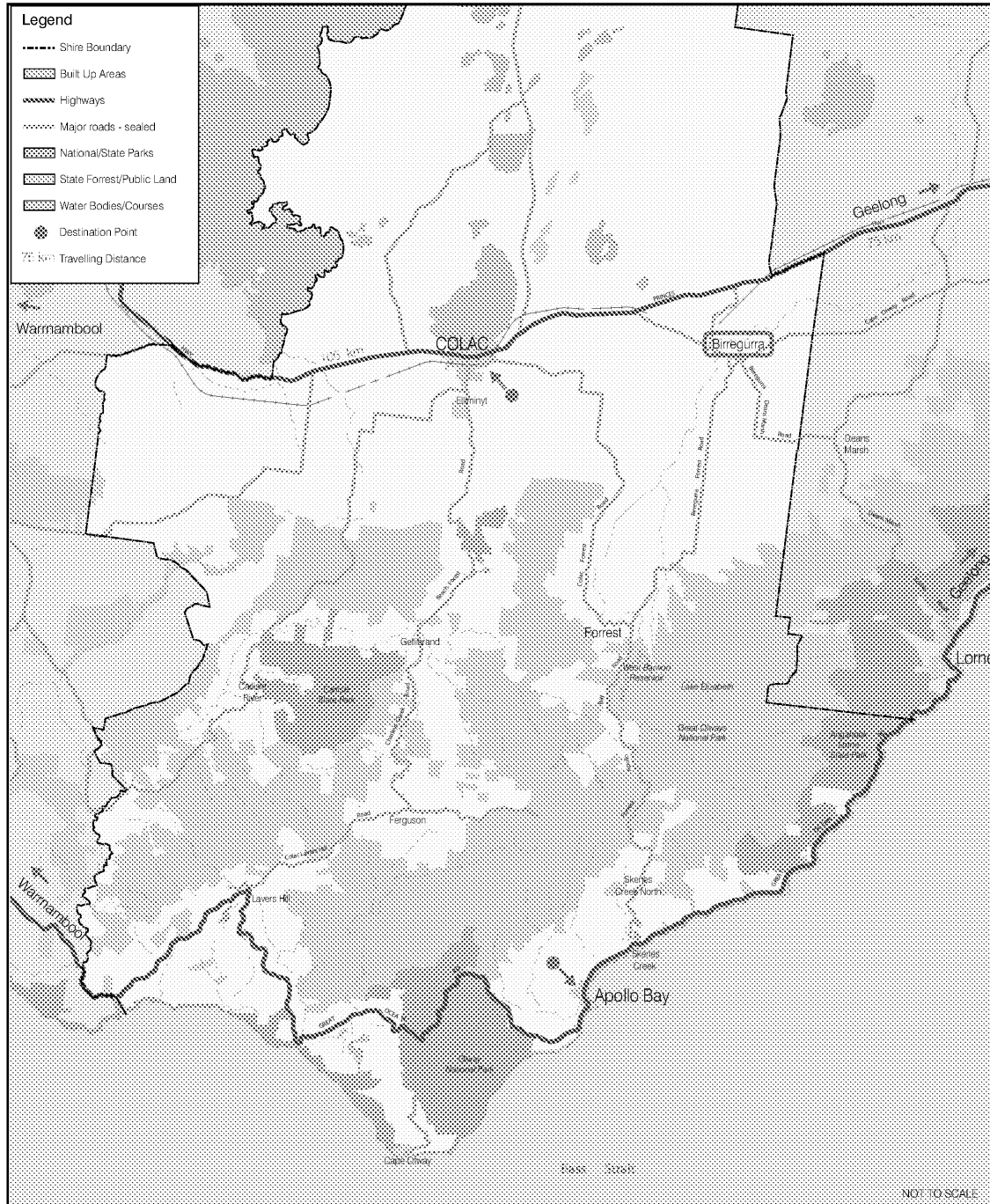
The high cost of living on the coast has also driven interest in Birregurra as a residential destination given its relative proximity to the Great Ocean Road. A high proportion of service workers are employed on the coast in tourism and retail related industries. There is anecdotal evidence available to suggest that people working in these sectors are finding it increasingly difficult to afford housing along the coast, and as such are looking to locations such as Birregurra for alternative options within a short trip to work. Holiday home buyers are also looking to towns like Birregurra as the cost of houses on the coast is becoming more out of reach for the average investor.

While Birregurra is well located between service centres and as a tourist route to the Otways to ensure long term growth, its location and cost of living will be a significant drawcard for population growth. Growth will need to be balanced against the need to retain and protect the sense of place and the values which define the identity of the town and its community.

Opportunities for growth that contribute and not detract from the town qualities will need to be a driver of the planning process.

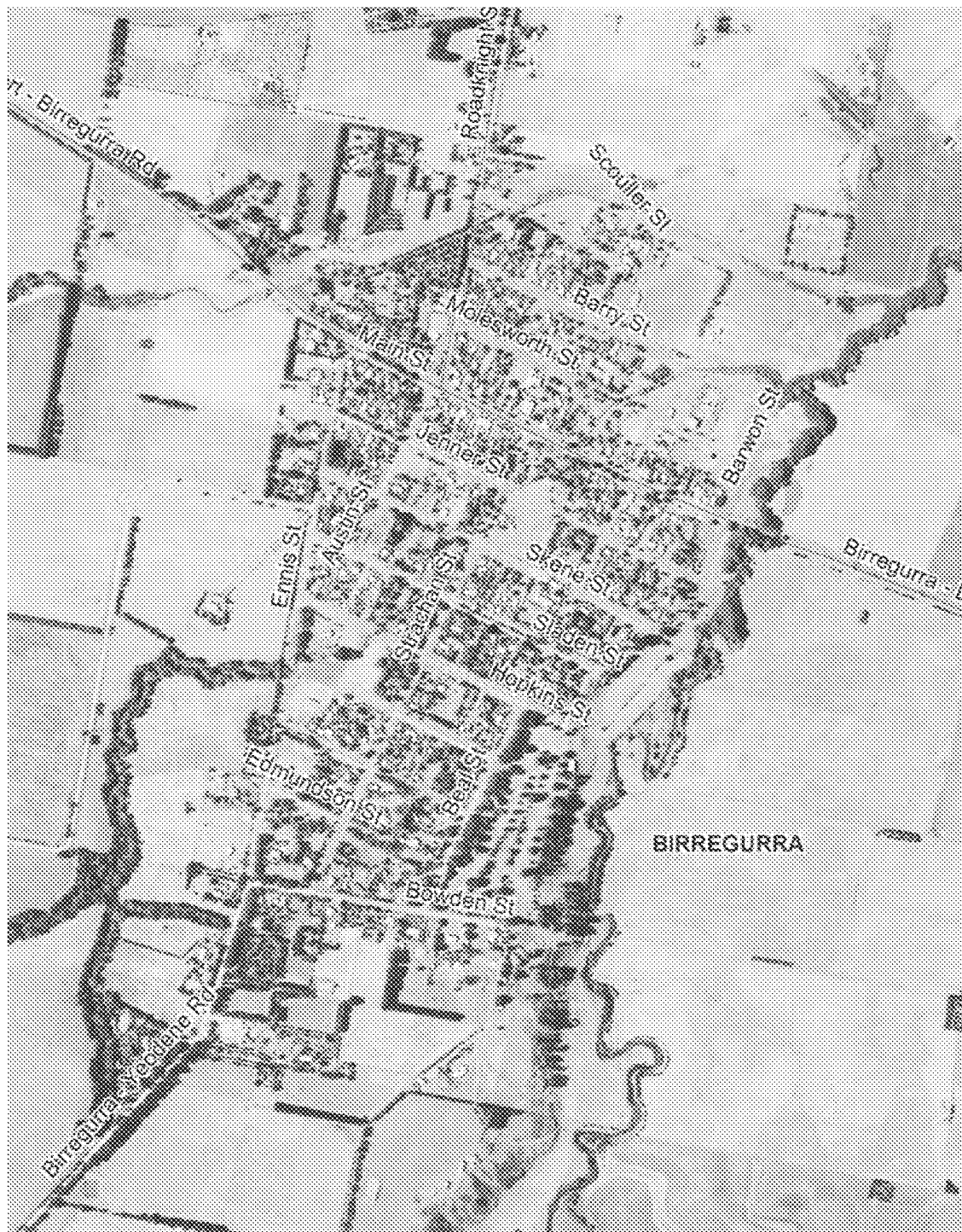
Birregurra's proximity to Colac and Geelong and to the coast, contributes to the quality of this place to live or invest in a 'weekender' and has a growing role as a tourist destination and gateway to the Otways and the Great Ocean Road. The growing seasonal influx of visitors provides important business development and employment opportunities as people explore Birregurra for accommodation and recreation as an alternative to the increased tourist numbers and high accommodation costs on the coast.

Figure 1 > Regional Context Map



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Figure 2> Aerial Photograph, Birregurra



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The key directions to emerge from the listed Clauses can be summarised as follows:

- Planning authorities are required to plan to accommodate projected populations over at least a 15 year period.
- Ensure effective planning and management of the land use and development of an area through the preparation of strategic plans, statutory plans, development and conservation plans, development contribution plans and other relevant plans.
- Maintain and provide for the enhancement of environmental health and productivity of rural and hinterland landscapes.
- Consider fire hazards in wildfire risk environments to avoid intensifying the risk of wildfire through inappropriately located or designed uses or developments.
- Provide for the protection of natural heritage sites and man-made resources and the maintenance of ecological processes and biological diversity.
- Assist the protection and conservation of biodiversity, including native vegetation retention and provision of habitats for native plants and animals and control of pest plants and animals.
- Plan for the provision of water supply, sewerage and drainage services that efficiently and effectively meet State and community needs and protect the environment.
- Ensure that the State's agricultural base is protected from the unplanned loss of productive agricultural land due to permanent changes of land use.
- Facilitate the location of health-related facilities (including acute health, aged care, disability services and community care facilities) with consideration given to demographic trends, the existing and future demand requirements and

### 3.2 Regional Policy and Strategy

The following Regional policies and strategies have relevance to Birregurra:

- Colac Otway Shire Rural Living Strategy, 2010 (draft)
- Corangamite Regional Catchment Strategy (RCS) 2003-2008
- Great Ocean Road Region Landscape Assessment Study (GORRLAS) 2004

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- G21 Regional Land Use Plan
- Colac Otway Heritage Study (2005)

The key directions to emerge from the listed policies and strategies can be summarised as follows:

*The Colac Otway Rural Living Strategy (RLS), draft 2010*

- The purpose of this Strategy is to provide a land use framework to guide current and future rural settlements and rural living within the Shire. Recognising physical and environmental constraints, community aspirations, government policy directions and key issues of land use planning, the Strategy will identify areas appropriate for rezoning to rural living throughout the Shire.

*Corangamite Regional Catchment Strategy (RCS) 2003-2008*

- The Regional Catchment Strategy (RCS) for 2003-2008 provides long-term direction for managing the future of land, water resources, biodiversity and seascape of the Region, and the foundation for investment decisions to ensure improved natural resource outcomes.

*Great Ocean Road Region Landscape Assessment Study (GORRLAS) 2004*

- The Strategy focuses on the sustainable development of the Great Ocean Road region through balanced and managed growth of selected towns along the coast and inland.

*G21 Regional Land Use Plan*

- The G21 Geelong Region Plan is a sustainability plan for the region that looks toward 2050. It identifies and addresses the challenges the region will face in the areas of environment, settlement, land use, community strength and economy as well as the need for change in the way we make things happen.

*Colac Otway Heritage Study (2005)*

- The Heritage Study contains a series of recommendations relating to the places identified as cultural heritage importance or significance within the Colac Otway Shire.

Concurrent with the Structure Planning process, CPG Australia are preparing the Colac Otway Shire Rural Living Strategy (RLS) for Council.

The RLS has considered the appropriateness of settlement and growth across the whole Shire in the context of servicing, water catchments, wildfire risk and expected demand for growth.

Of particular relevance to this structure plan, the draft RLS has designated Birregurra as one of two key towns outside of Colac that have the potential to accommodate significant residential growth - the other town being Apollo Bay. As such, it is expected that the role of Birregurra within the Shire will transform significantly over time with a renewed focus on growth and residential development.

Opportunities to accommodate this growth will be a key driver of this structure plan and will need to be carefully considered in the context of land supply, the sewerage scheme and the retention of sense of place amongst other factors.

Further summaries of these documents can be found within Addendum 1

### 3.3 Local Policy and Strategy

The following local policies and strategies have relevance to Birregurra:

- Local Planning Policy Framework (LPPF)
- Colac Otway Shire Rural Land Strategy (2007)
- Birregurra Township Masterplan (2007)
- Birregurra Park Masterplan (2007)
- Birregurra Sewerage Scheme – Functional Design Report (2007)
- Issues Paper: Wastewater Management Birregurra (2002)
- Birregurra Action Group Township Plan (2000)
- Birregurra Urban Design Review (1999)
- Birregurra Township Structure Plan (1995)

The key directions to emerge from the listed policies and strategies can be summarised as follows:

*Colac Otway Shire Rural Land Strategy (2007)*

- Landslides are a significant hazard in the southern end of the Shire associated with steep slopes and high rainfall;

- There is increasing demand for rural lifestyle opportunities

*Birregurra Township Masterplan (2007)*

Funded from the Timber Towns Support Program the Masterplan is developed to provide short, medium and long term development opportunities for Birregurra and is an important tool for sourcing funds for implementation of specific actions.

*Birregurra Park Masterplan (2007)*

Outlines key projects for the redevelopment of the park in line with feedback from residents. Nineteen submissions were received and incorporated into the Birregurra Park Master Plan and Plan was then approved by the Birregurra Community Group.

*Birregurra Sewerage Scheme – Functional Design Report (2007)*

The report was commissioned by Barwon Water to undertake functional design for the Birregurra Sewerage Scheme and determine a preferred option to provide sewerage services to Birregurra

The report presents the functional design options for a Collection and transfer system, Treatment System and Reuse system

*Issues Paper: Wastewater Management Birregurra (2002)*

This report is an Issues Paper to assist all stakeholders including property owners, policy makers, planners and regulatory and enforcement agencies in developing and implementing a long term, sustainable and manageable strategy for domestic wastewater systems.

*Birregurra Action Group Township Plan (2000)*

The desired outcome of the Plan is the managed development of the township, so that it is attractive for people to reside in, as well as interesting for people to visit. A place where local residents and visitors (alike) can enjoy and appreciate the charm of the main street and the history and heritage contained therein.

*Birregurra Urban Design Review (1999)*

This review concluded a planning process in the Birregurra township over a six month period entailing:

- Urban design analysis of the township context.
- Determination of opportunities and constraints.

- A focus on the central main street and its potential.
- A series of design proposals for the main street, emphasising practicability, flexibility and cost-effectiveness in delivering a high quality and amenity environment.

*Birregurra Township Structure Plan (1995)*

The purpose of this structure plan for Birregurra is to ensure that the community, both existing and visiting, have a sense of certainty and satisfaction about the future direction of the settlement in which they reside or visit.

Further summaries of these documents can be found within Addendum 1

**3.3.1 Local Planning Policy Framework**

The Municipal Strategic Statement (MSS) is contained in the Local Planning Policy Framework in the Colac Otway Planning Scheme. The MSS is a statement of the key strategic planning, land use and development objectives for the municipality, and the strategies and actions for achieving the objectives of the municipality and the objectives of planning in Victoria. Local planning policies are the tools used to implement the objectives and strategies of the MSS.

A range of local planning policies and MSS objectives are applicable to the project, with varying degrees of relevance:

- Clause 21.02 Vision
- Clause 21.03 Settlement
- Clause 21.04 Environment
- Clause 21.05 Economic Development
- Clause 21.06 General Implementation
- Clause 22.01 Heritage Places and Areas

The key directions to emerge from the listed Clauses can be summarised as follows:

- Facilitate the development of the various settlements in the Shire in accordance with the needs of each local community (Clause 21.03-1).
- Improve the viability of small townships within the Shire by acknowledging future planning needs to anticipate and respond to the needs of existing

and future communities through provision of zoned and serviced land for housing, employment, recreation and open space, community facilities and related infrastructure (Clause 21.03-8).

- Provide opportunities for rural residential style development in appropriate locations that do not negatively impact on the ability to farm (Clause 21.03-9).
- Ensure the municipalities natural resources are managed in a sustainable manner (Clause 21.04-1)
- Protect and enhance water catchments, water quality and water yield (Clause 21.04-2)
- Ensure native vegetation and other significant stands of vegetation are maintained and protected across the municipality (Clause 21.04-3)
- Salinity is a significant threat to the municipality and land management practices that protect soil resources from degradation should be promoted (Clause 21.04-4).
- To identify areas susceptible to landslip and ensure development proposals do not increase the possibility of landslip on the land and adjacent land (Clause 21.04-5).
- The Shire contains various landscapes which have been recognised as being important to protect for their environmental, cultural, social and economic significance. The landscape character types within the Shire, as identified in the Great Ocean Road Region Landscape Assessment Study (GORRLAS) should be protected (Clause 21.04-8).
- Maintain the viability of agricultural land within the municipality for agricultural uses (Clause 21.05-1).
- To ensure timber plantations are located in areas best suited in terms of environmental, social, economic and land capability impacts whilst having regard to adjacent land uses (21.05-2).

**3.3.2 Existing Zones and Overlays**

Day to day land use and development decisions are made based on planning controls, which are intended to reflect the directions of strategic planning. The primary planning control is the zone applied to a site. The relevant zones and overlays to the Birregurra Structure Plan are described below.

Figures 3 and 4 provide an overview of the Planning Zoning and Overlays as currently exist in Birregurra.



| Zone                                         | Purpose                                                                                                                                                                                                                                                                                                                                                                                                                                               | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|----------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Public Park and Recreation Zone</b>       | <ul style="list-style-type: none"> <li>- To recognise areas for public recreation and open space.</li> <li>- To protect and conserve areas of significance where appropriate.</li> <li>- To provide for commercial uses where appropriate.</li> </ul>                                                                                                                                                                                                 | <ul style="list-style-type: none"> <li>- The PPRZ is applied to areas of parks and river environs which are provided for public access and enjoyment. PPRZ land is generally managed by Council or a Committee of Management if it is Crown Land.</li> </ul>                                                                                                                                                                                        |
| <b>Public Conservation and Resource Zone</b> | <ul style="list-style-type: none"> <li>- To protect and conserve the natural environment and natural processes for their historic, scientific, landscape, habitat or cultural values.</li> <li>- To provide facilities which assist in public education and interpretation of the natural environment with minimal degradation of the natural environment or natural processes.</li> <li>- To provide for appropriate resource based uses.</li> </ul> | <ul style="list-style-type: none"> <li>- The Public Conservation and Resource Zone is intended to set out appropriate statutory requirements which may apply to the use and development of the land in addition to the relevant land management legislation.</li> </ul>                                                                                                                                                                             |
| <b>Industrial 1 Zone</b>                     | <ul style="list-style-type: none"> <li>- To provide for manufacturing industry, the storage and distribution of goods and associated uses in a manner which does not affect the safety and amenity of local communities.</li> </ul>                                                                                                                                                                                                                   | <ul style="list-style-type: none"> <li>- The IN1Z applies to land to the north of town whereby industrial activities are located adjacent to farming and rural residential properties. The purpose of this zone is to locate uses that can carefully co-exist with more sensitive uses such as houses. A range of uses including service industry, mechanics, cabinet makers, distribution and storage can be accommodated in this zone.</li> </ul> |



Figure 3> Zoning map

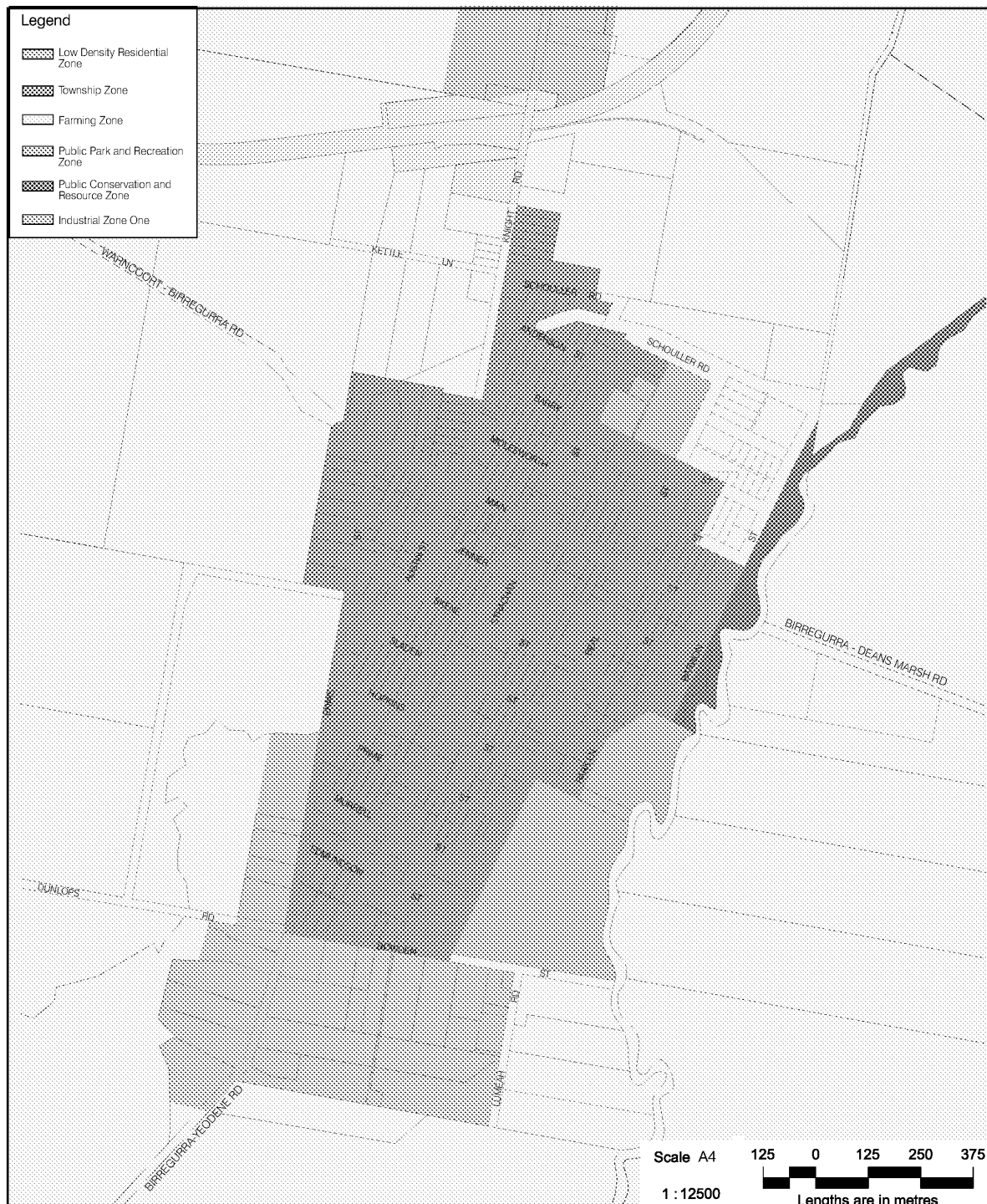
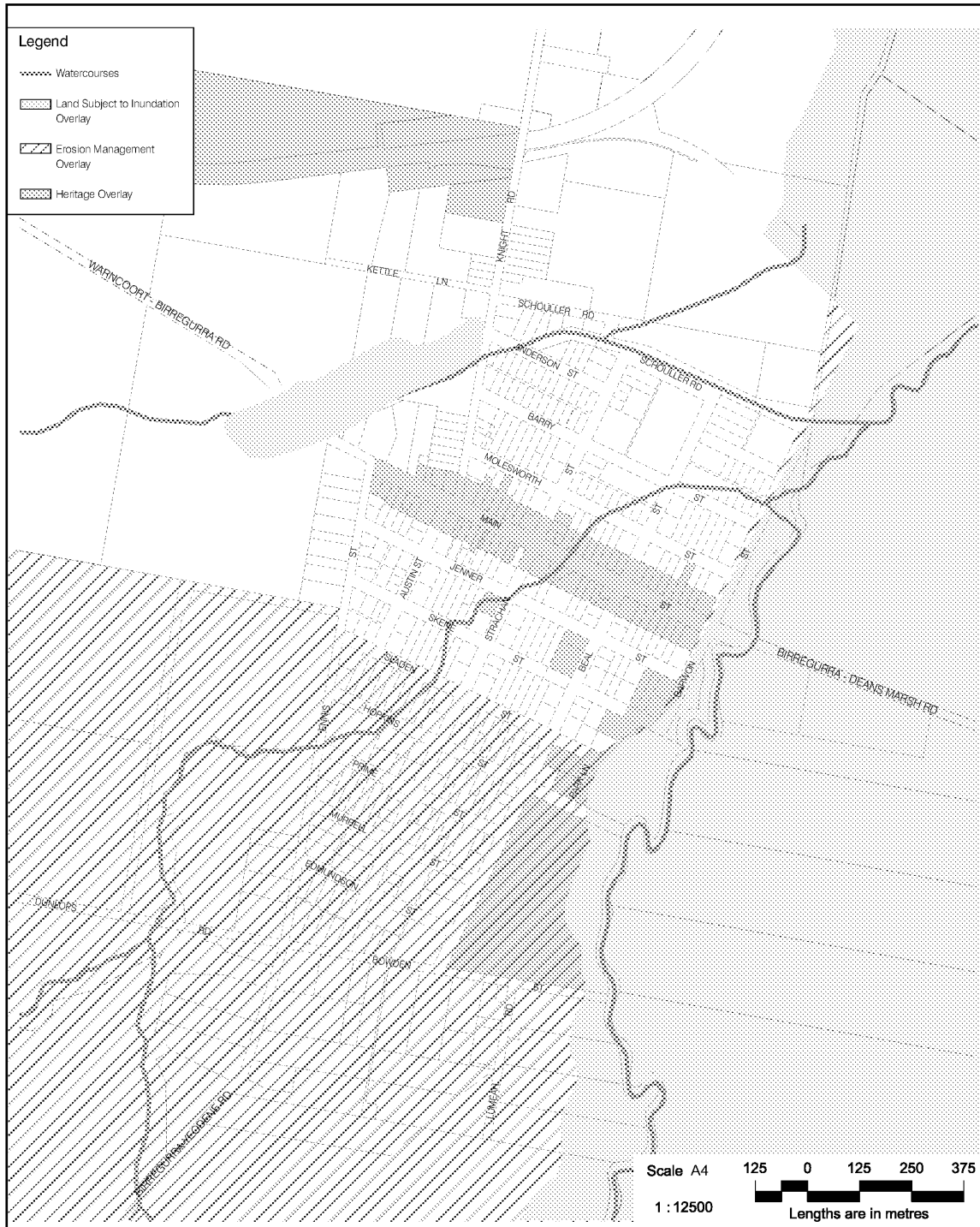




Figure 4> Overlays Map



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## 4 Demographic Profile

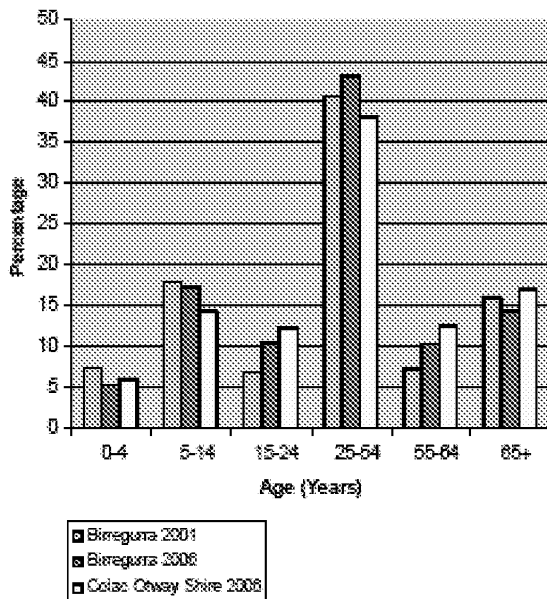
The following provides a summary of the key demographics for Birregurra based 2006 Census data.

### 4.1 Age Profile

At the time of the 2006 Census, the population of Birregurra totalled 463, which equated to 2.3% of the Shire's overall population. A total of 119 families reside within Birregurra and approximately 50% of these do not have children.

The age profile of Birregurra is mixed with approximately 22.5% of the population being children aged between 0-14 years, and 24.4% of the population aged 55 years and over. This has increased since the 2001 Census, reflective of the community aging. Birregurra's median age is 39 years, similar to that of the wider municipality. This indicates that the majority of the town currently consists of individuals of working age.

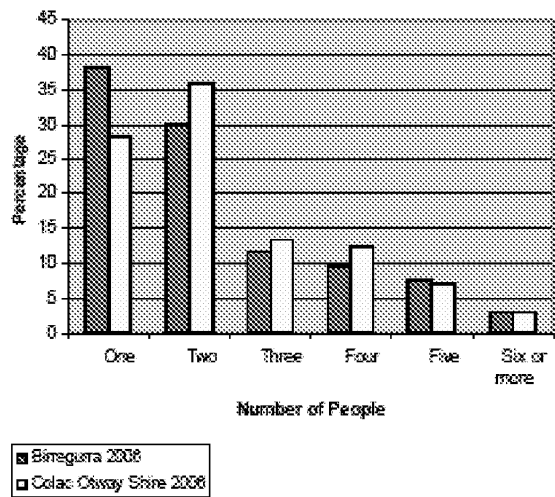
Figure 5> Age Structure



### 4.2 Household Structure

Household size in Birregurra is generally small, with a high proportion of lone person households evident. Of note, a large proportion of houses in Birregurra contain single persons (38%) in comparison with the larger municipality (28%). This profile could be reflective of a growing number of commuting professionals and tradespeople settling in Birregurra as a lifestyle choice; or alternatively a higher proportion of elderly people living alone.

Figure 6> Household Size



### 4.3 Household Type

At the time of the 2006 Census, 226 private dwellings were recorded within Birregurra, with 90% occupancy, compared to 74% occupancy for the wider municipality. Of the occupied private dwellings counted in Birregurra the majority were separate houses (98.5%). It does not appear that demand for alternative housing types is high in Birregurra in comparison with the wider Shire.

### 4.4 Home Ownership

Approximately 42% of the homes in Birregurra were fully owned at the time of the 2006 Census, with another 37% in the process of being purchased (including the purchased under rent/buy scheme). This is slightly higher than the wider municipality, potentially indicating demand in this town for houses which can be fully owned.

### 4.5 Employment Profile

In 2006, 60.7% of the residents of Birregurra were employed full-time, 29.7% were employed part-time, 3.7% were employed but away from work, 1.4% were employed but did not state their hours worked and 4.6% were unemployed.

Reflective of the type of job market in the Colac Otway region, the most common occupations were Technicians and Trades Workers, Labourers, Managers, Professionals and Community and Personal Service Workers.

Figure 7> Dwelling Type

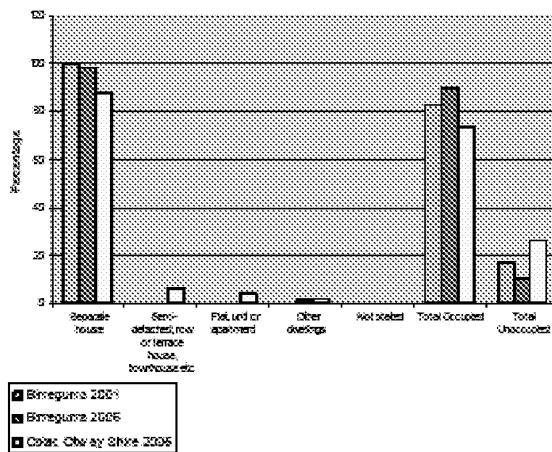
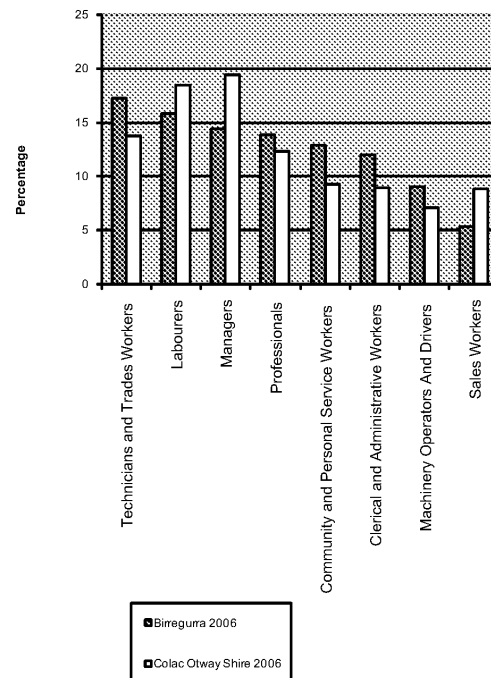


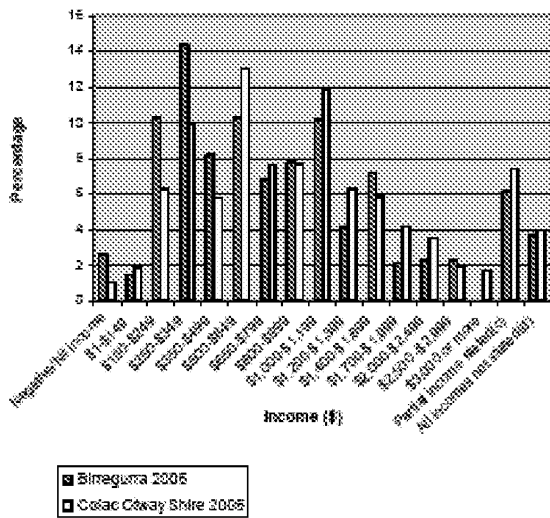
Figure 8> Employment Profile



#### 4.6 Household Income

The household income for Birregurra is quite mixed. Overall the recorded medium household income was slightly lower for Birregurra (\$687) in comparison with the rest of the Shire (\$777). However, this may be characteristic of a dwelling structure dominated by single person households.

Figure 9> Household Income Profile





3) *'Established housing'*

Generally extending between Jennifer Street and Hopkins Street, this area currently consists of a variety of town-based housing and semi-rural living. Housing stock is mixed but a rural feeling of large houses with verandahs and post and wire fencing characterises this area. Houses are typically single storey. There is limited evidence of newly constructed modern homes in this area, reflecting the more established nature of development compared to the transitional housing area.

Roads are typically sealed but are un-made i.e. have a rural, dirt road, character that is well liked by the residents. The wide verges with houses generally well set back from the roads add to the character of this area. There are no footpaths in this area except for a strategic footpath that links school with the town and surrounding houses. The lots are heavily vegetated with native vegetation that extends into the streetscape, creating a green, rural edge to this precinct.

Rising up the hill, the topography of the mixed housing character area provides a quality visual aspect for lots out to the surrounding rural hinterland. The proximity of the housing within walkable catchment to town, the school and open space is an attractive element for this area. The open landscape character of this area is complimented by the Golf Course which is located at the eastern edge of the precinct, adjacent to the Barwon River.

There are a number of vacant lots in this area - approximately 11 lots, which can accommodate further growth. In addition, there are a number of lots that, due to size and house location; appear to have the potential for re-subdivision with the establishment of the new reticulated sewer system and the reduced lot size requirement. The subdivision of these lots will take time and will be dependent on the desire of families to shift their housing preferences away from a larger lot arrangement to a more traditional residential lot size.

4) *'Top of the Hill'*

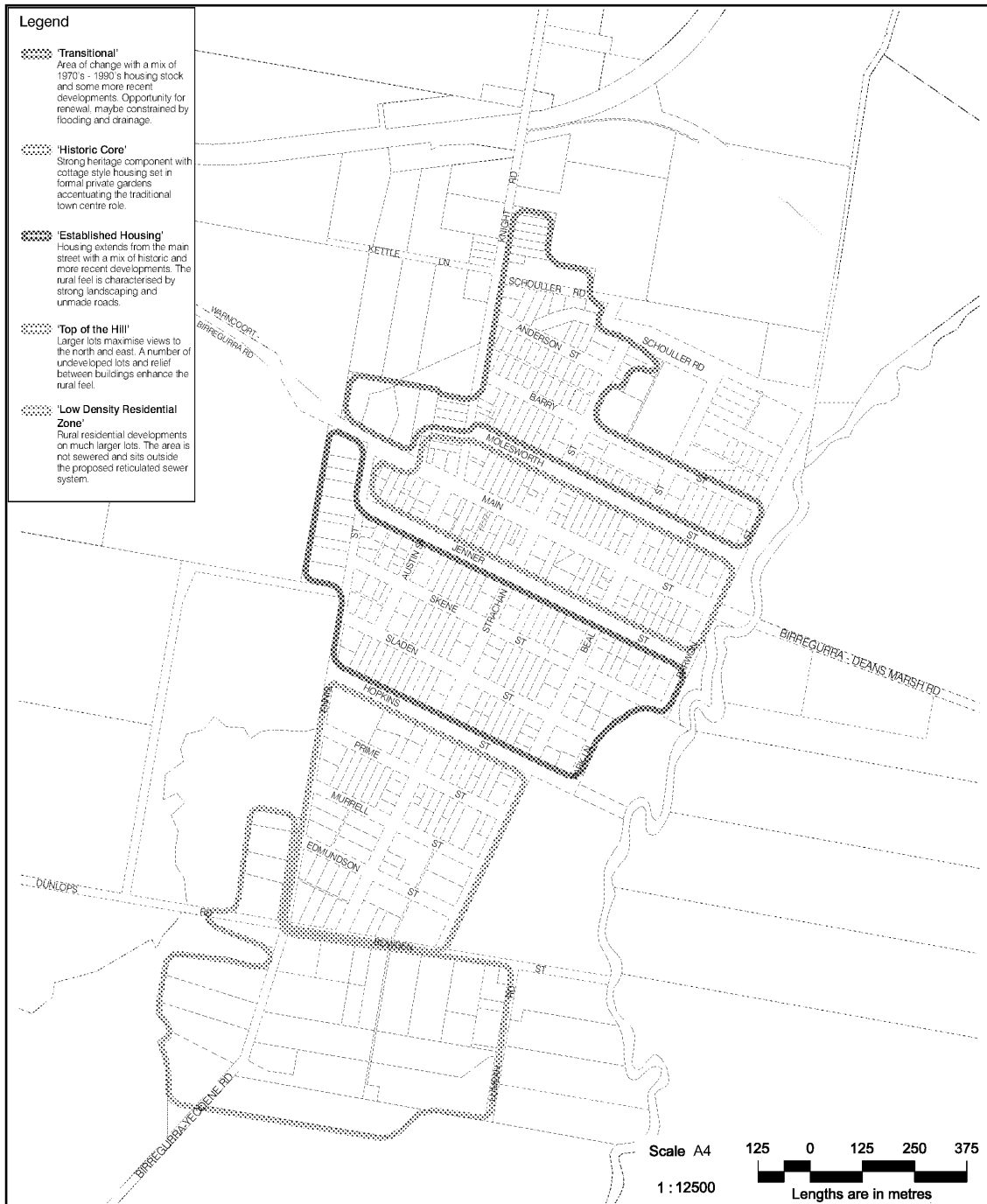
As the name suggested, this character area is located at the top of the hill at the southern end of town. This area is generally located to the south of Hopkins Road. This area is characterised by predominately larger lots with a high ratio of vegetation to building. This contributes to the overall rural setting that characterises this precinct. The housing preference is characterised by the fact that many lots in this area contain domestic and farm animals, including chickens and horses.

The wide open streets are continued through this area, and again the level of construction is consistent with the balance of the road network south of Main Street. There are no footpaths in this area. Given the topography and the visual amenity of this area with views into the rural hinterland, seating has been strategically located in key streets to provide rest and maximise opportunities to enjoy long views.

As with the transitional housing area, there are a high number of vacant lots in this area. An assessment of lots from the aerial photograph indicates that in the order of 16 lots are vacant in this area. In addition, a number of developed lots have potential for re-subdivision when the reticulated sewer system comes online owing to lot size and dwelling location on the lot. Given the natural and landscape character of the area and the excellent views, this area has a high possibility of seeing future residential development in the short term. If a more dense residential outcome is sought to maximise efficiencies post reticulation of sewer, time may be required to transition expectations away from the prevailing housing preference and lot size.



Figure 10> Township Characterisation





### 5.1 Land supply

At present there are approximately 391 lots within the Township Zone and another 29 lots zoned Low Density Residential adjoining the south of the township zone, at the top of the hill.

The total area of vacant land within the Township Zone in Birregurra has been determined using aerial photography and is documented in Table 1 below. Table 1 indicates that in total there are currently 61 vacant lots in Birregurra with a total gross area of 10.6 ha.

Land included in the LDRZ has not been included in the supply assessment. These lots are configured as large rural residential lots as present and it is unclear if there is further development potential on these lots owing to current location of houses and other buildings.

In the event that some additional dwellings can be yielded from these lots this should be contained within an appropriate depth of lot to ensure frontage and integration with the overall urban fabric. At this point, due to the relatively unknown potential, this land has been excluded from the supply scenarios.

**Table 1 >** Vacant land within Birregurra Township Zone

|                      | Approx number of vacant lots | Area of vacant land |
|----------------------|------------------------------|---------------------|
| <b>Existing Lots</b> | 61                           | 13 ha               |
|                      |                              | <b>10.6 ha</b>      |

Table 2 below provides a summary of Building Permit data over the past 5 years. This data can be used to determine trends in residential take up rates (pre reticulation of sewer). Table 2 indicates that since 2003, a total of 25 permits have been granted for new dwellings in Birregurra, averaging at 3.6 permits a year.

**Table 2 >** Building permit approvals (2003-2009)

|                             | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | TOTAL     |
|-----------------------------|------|------|------|------|------|------|------|-----------|
| <b>Dwelling Alterations</b> | 3    | 1    | 2    | 0    | 0    | 1    | 0    | <b>7</b>  |
| <b>Dwelling Extensions</b>  | 2    | 6    | 4    | 1    | 4    | 2    | 4    | <b>23</b> |
| <b>New Dwelling</b>         | 0    | 4    | 5    | 3    | 3    | 6    | 4    | <b>25</b> |

On the basis of the current take up rate of 3.6 dwellings per year; and the existing supply of vacant land within the township zone (13 ha); it could be assumed that Birregurra contains approximately 36 years supply of residential land if developed at a density of 10 dwellings per hectare (Refer to Table 3).

In addition to vacant lots, there are a number of lots within Birregurra that have subdivision potential post reticulation of sewer owing to the location of dwelling and balance of unutilised land (Refer to Table 3). Subidivision potential has been calculated by identifying lots not fully developed which have the potential to be further subdivided based on a 10 lot per ha density within the township zone. This designation does not mean that owners have to take up this opportunity. It is calculated purely for analysis purposes. If these lots were realised, the total land supply in Birregurra based on the current take up rates would equate to a 57 year land supply.

**Table 3>** Lot Supply within Birregurra Township Zone

|                                        | <b>Approx number of vacant lots</b> | <b>Area of vacant land</b> | <b>Potential lots (based on 10 lots per ha)</b> |
|----------------------------------------|-------------------------------------|----------------------------|-------------------------------------------------|
| <b>Existing Lots</b>                   | 61                                  | 13 ha                      | 130                                             |
| <b>SUBTOTAL</b>                        |                                     |                            | <b>130</b>                                      |
| <b>Lots with subdivision potential</b> | -                                   | 7.8 ha                     | 78                                              |
| <b>SUBTOTAL</b>                        |                                     |                            | <b>78</b>                                       |
| <b>TOTAL</b>                           |                                     |                            | <b>208</b>                                      |



## 6 Town Structure

The settlement patterns of Birregurra generally are defined by natural and physical features. The location of the railway line has guided the location of industry, the floodplains has resulted in the location and parks and open space and the overall topography of the area has influenced lot size and orientation to maximise views, particularly to the southern end of the town. Undoubtedly, a key driver in the settlement patterns of Birregurra has also been the lack of servicing and its impact on lot size.

Birregurra is an established town with limited but vital services including:

- A Primary School (current enrolment approximately 91).
- A community health centre
- Post Office / Rural Transaction Centre
- Police Station
- Country Fire Authority facilities

Figure 11 provides the locations of the primary uses of the township.

### 6.1 Commercial / Industrial Structure

The commercial and industrial structure of Birregurra is mainly restricted to the Main Street 'commercial precinct' and the timber mill located at the northern entrance to the town. These enterprises offer a range of employment opportunities for the local community whilst also ensuring the provision of basic services fundamental to a township of this size.

Containing an assortment of retail shops, Main Street includes a general store, deli, several cafes, post office, antiques store and a hotel. However, in terms of places for evening dining, Birregurra is limited in its choices. Several people in the community have expressed a frustration at having to drive to Deans Marsh or even Colac for evening dining following the loss of 'Nippers' restaurant in Birregurra to fire in 2008.

Yet despite this, a number of new initiatives are beginning to appear. Such an initiative is the creation of a new courtyard associated with the café which provides outside seating and an area which is beginning to prove popular for visiting bands and even as a wedding venue. Importantly, the Birregurra Rural Transaction Centre was also opened in 2007, making it easier for residents to do banking and medical transactions without the inconvenience of significant travel.

The Birregurra timber mill is still operational and a key source of employment. From a tourist perspective the road frontage to these buildings are fairly prominent and could possibly the interface with the highway could be further improved. However, consultation has revealed that the local community prefers the industrial frontage of the timber mill as it has a long history with the area and provides a key source of employment for the town.

Figure 11 > Town Structure



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## **6.2 Community Infrastructure**

A number of facilities are available in Birregurra for the use of its residents (Figure 12).

Key community infrastructure includes:

- Birregurra Hall
- Birregurra Community Health Centre and Public Toilets
- Country Fire Association
- Masonic Lodge
- Pharmacy
- Primary School (with an approximate role of 91 in the 2009 school year)
- Anglican and Catholic Churches

The residents in Birregurra are very active and involved in their community. The following community groups are active within Birregurra:

- Birregurra District Lions Club
- Craft Group
- Parents and Friends
- Birregurra Action Group
- Returned Servicemen's League
- Country Womens Association
- Birregurra Senior Citizens
- Anglican Guild
- Uniting Church Guild
- Masonic Lodge
- 'Birre' Gardeners Group
- Birregurra District Historical Centre



## 7 Tourism

The historic nature of town and its charming natural attributes are key attractors of tourists to Birregurra. Its location at a mid point between major regional towns and the coast and Otways is also a strategic drawcard that tourist ventures can gain leverage from.

Birregurra provides a high level of tourist information, public amenities, rest spots and public parks and rest spots for travellers to take a break and 'stretch their legs'. This type of infrastructure is important to the tourist market, particularly for day trippers or people having a stop off on the way to their final destination. As previously highlighted however, there is a growing demand for tourism based facilities within Birregurra.

Like the Yarra Valley or Bellarine Peninsula, tourism that is contextual and relative to the local rural opportunities in the area is likely to be successful and establish Birregurra as a niche tourist destination. The Olive Grove in Kettle Lane is a prime example of the type of boutique operation that can bolster the tourist market in Birregurra; as are farm produce outlets. The profile and success of the Birregurra Festival, held annually in October, acts as a bit of an anchor for this rural themed type of tourism attracting a broad cross section of people from all over the region. Providing the appropriate support for the festival and establishment of locally run rural based tourist industries will be a cornerstone of the Birregurra tourist market.

In terms of infrastructure to support tourists there is currently a range of accommodation available however there appears to be a shortage of accommodation providers in the low to mid level pricing category. Existing accommodation within Birregurra township is currently limited to the hotel, B&B or guest house.

During peak times such as the Birregurra Festival in October, these facilities are booked out well in advance with little option for festival goers but to commute from nearby towns, or in the case of several 'grey nomad' groups, camp at the recreation oval.

Birregurra is missing a key opportunity for generating revenue during these times and it highlights the necessity of further expanding accommodation prospects within the town, not just for the Festival, but also as a means of encouraging longer stay tourists who can contribute to the local economy.

There is currently a small range of options for 'eating out' in Birregurra. To support the tourist market and their diverse needs, opportunities for more restaurant style operations is encouraged.





Figure 13> Access and Movement

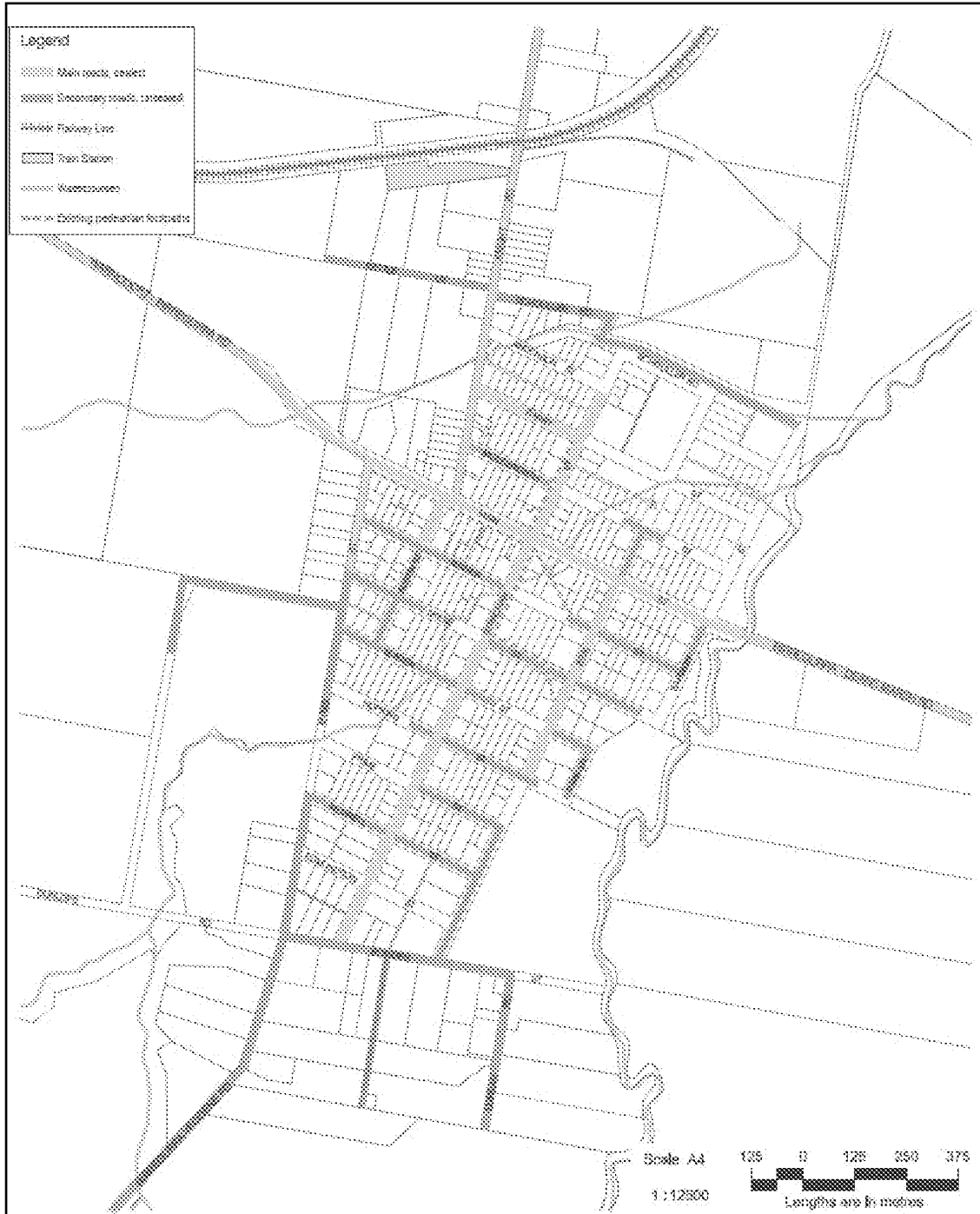




Figure 14> Open Space and Recreation





## **10.2 Topography**

The township of Birregurra is located on the western bank of the Barwon River, and its tributary Atkin Creek in the Corangamite Catchment Management Authority region. The northern half of the town is flat and has several areas of poorly drained low lying land, while in comparison the ridgelines along the southern area of the town provide a magnificent setting for housing, with significant views obtained to as far north as Mt Buninyong.

## **10.3 Agriculture**

Agriculture, particularly the dairy industry, is the primary industry sector in the Colac Otway Shire. Agricultural commodities take up approximately 158,000ha of land across the Shire.

The Rural Land Strategy (2007) identified the agricultural quality of land within the Colac Otway Shire (Figure 15) and in particular, Farmland of Strategic Significance. The latter was identified through applying the following criteria to land currently zoned Farming:

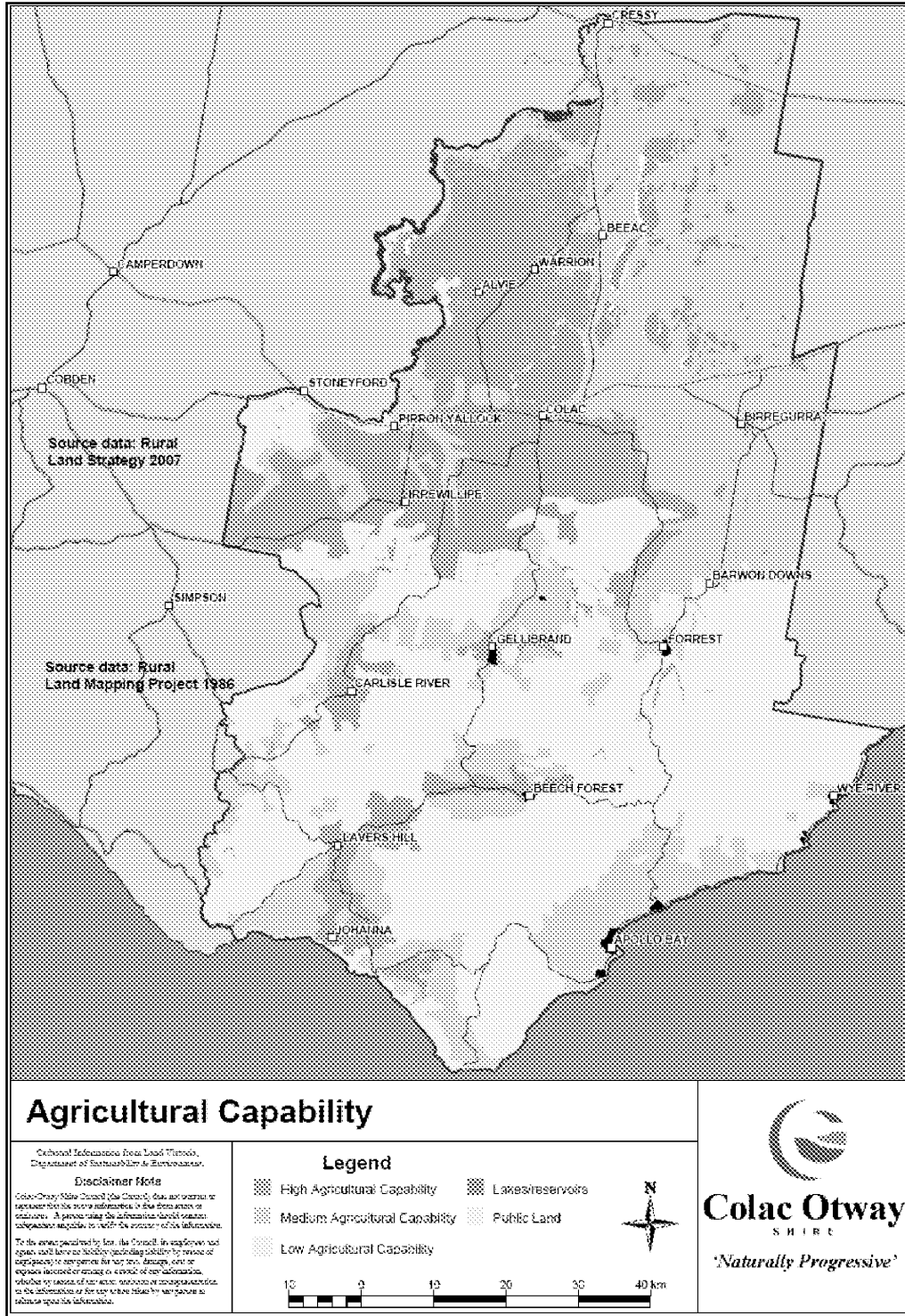
1. Areas of high quality agricultural land
2. Areas with a pattern of allotments and settlement conducive to agriculture; and
3. Economic contribution of an area to the Shire's economy.

The resulting areas were deemed 'Farmland of Strategic Significance' regionally due to the high value dairying and associated manufacturing which provides significance economic benefit to the region.

It is noted that the land surrounding Birregurra is classed as having medium agricultural capability. However, it is not within the 'Farmland of Strategic Significance' and is consequently not considered of high regional significance. Nevertheless, there is a limited amount of land which is suitable for agriculture within the Shire, regardless of capability. Any future rezoning of land surrounding Birregurra must therefore be balanced against the need to protect agricultural land within the Shire.

<sup>2</sup>Issues Paper Wastewater Management Birregurra 2002

Figure 15> Agricultural Capability within Colac Otway Shire



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## **10.4 Flooding**

Birregurra is located on two specific geological units. The northern, flat part of the township is located on calcareous silty clay and clayey silt. The southern hill area consists of clay, silt, sand and gravel .

The soils in the Birregurra region are predominantly shallow loam, mostly of clay texture and underlain by clay subsoil which have a low moisture infiltration rate and high moisture capacity. As such the 2002 Birregurra Wastewater Management Issues Paper defines the township as having an acceptably low potential for flooding, except for properties located in the Barwon River flood plain. As stated in the 2002 Birregurra Wastewater Management Issues Paper, these properties have an unacceptable proximity to surface water and to the water table; development in this location should therefore be limited.

Some identification of areas subject to flooding and inundation is provided by the Land Subject to Inundation Overlay of the Planning Scheme. Council is currently undergoing a Floodway Overlay Review through Planning Scheme Amendment C12. The review was completed in 2007 and utilises updated flood modelling undertaken by the Corangamite Catchment Management Authority. The Amendment includes variations to the existing Land Subject to Inundation Overlay as well as introducing a Floodway Overlay into the Colac Otway Planning Scheme. Exhibited in 2008, a Panel Hearing took place in November 2009 through which the Panel supported the Amendment in its entirety, The Amendment will be presented to Council adoption later this year.

It is important that the Birregurra Structure Plan considers the potential impacts that the new flood maps from Amendment C12 may have on future growth of the township. As such Figure 16 provides an overview of the mapping in relation to Birregurra, as proposed by Amendment C12.

<sup>3</sup>Colac Otway Rural Land Strategy 2007



Figure 16> Drainage and Flooding



## **10.5 Erosion / Landslips**

Landslides are a significant land hazard in the Otway Shire and have been a regular event in the natural evolution of landscapes in the Corangamite Region. Over 1,400 landslides have been mapped in various studies within southwest Victoria. All mapped landslides have occurred south of the western Victorian Volcanic Plain, where the geology, steeper terrain slopes and climate combine to provide the conditions required.

The Colac Otway Planning Scheme currently includes an Erosion Management Overlay (EMO) and accompanying schedule to manage the risks associated with development in landslide prone areas (Figure 17). The overlay and schedule was last updated in 2006 as part of Amendment C8 to the Colac Otway Planning Scheme.

Since its introduction, it has become apparent that the current EMO is having the undesirable effect of triggering planning permit applications in areas where the risk of landslide is minimal or non-existent.

To address this issue, Council has embarked on a joint project with the Department of Primary Industries to revise the coverage of the EMO mapping and Schedule. It is hoped that through the use of more up to date modelling techniques it will be possible to reduce the coverage of the overlay to exclude areas where there is no landslide risk.

The review will also update the Schedule to the EMO to expand the scope of permit exemptions and ensure compliance with current best practice geotechnical reporting requirements. It is expected that a Planning Scheme Amendment will be prepared and publicly exhibited upon completion of the review.

Until this review is completed, the Structure Plan must take into regard the current EMO which extends across the southern end of Birregurra.



## 10.6 Fire Risk

The devastation and extensive impact of the 2009 Victorian bushfires has spurred community awareness and concern for personal and property safety. The Royal Commission is tasked with providing specific recommendations to government regarding the lessons learnt from the disaster and the strategies and actions that need to be implemented to minimise future threat to communities.

The potential for a major fire sweeping through parts of the Colac Otway Shire and causing considerable loss of life and property is real. Of particular concern is the risk from wildfires to private assets in the vicinity of public forested land and the potential for escapes from fuel reduction burns. Nevertheless, one of the key lessons of the 2009 fires was that no area of rural Victoria should be discounted as 'not exposed to fire danger'. Policies need to have a broad scale of application.

Colac Otway Shire realises that reducing the risk of fire requires a community effort in partnership with Council and Fire Authorities. The Shire's fire prevention is managed in accordance with Council's Municipal Fire Prevention Plan and a Wildfire Management Overlay (WMO) has been applied to a large number of areas in the study area, particularly through the Otways.

This crucial issue is highlighted throughout the Rural Living Strategy, being undertaken concurrently with the Birregurra and Forrest Structure Plans. Consequently there may be several settlements which will not be able to further grow due to extreme fire risk.

### 10.6.1 2009 Victorian Bushfire Royal Commission

The recently released report by the 2009 Victorian Bushfire Royal Commission outlined three key recommendations around the validity of allowing settlements to be located in areas of high fire risk:

- Recommendation 39 highlighted the necessity for State to 'adopt a clear objective of substantially restricting development in the areas of highest bushfire risk - giving due consideration to biodiversity conservation - and provide clear guidance for decision makers.' One potential method identified was the creation of a comprehensive Bushfire-prone Overlay (renamed from Wildfire Management Overlay) provision and amended state planning policy for bushfire.

- Recommendation 40 continues advocating this method through advising that the CFA amend its guidelines to 'substantially restrict new developments and subdivisions in those areas of highest risk in the Bushfire prone Overlay' when assessing permit applications for dwellings, non-dwellings and subdivision.

- A further approach outlined in Recommendation 46 is the development and implementation of a retreat and resettlement strategy for existing developments in areas of unacceptably high bushfire risk, including a scheme for non-compulsory acquisition by the State Government.

As concisely summarised on page 215, 'The current approach to planning does not take account of the fact that there are some areas in which the risk to life from bushfire is so high that new settlements should not be established in these locations. People should be prevented or discouraged from building new houses in such areas and those already living there should be helped to move.'

It is yet to be determined whether these recommendations will be accepted by State Government, however based on these recommendations, Colac Otway Shire must be careful in promoting further expansion of settlements located in areas of extreme bushfire risk.

Although not affected by the 2009 bushfires, the Otways region has proven just as much at risk, with approximately 41,000 hectares and 782 buildings destroyed as well as lives lost during the Ash Wednesday fires of 1983.

Until further direction is provided by State government, it is crucial the development of this Structure Plan for takes a precautionary approach, examining all available options to determine what the optimal situation for Birregurra may be.



# 11 Heritage

The significant heritage of the town is clearly evident with numerous churches, residences and commercial buildings. In particular the Main Street contains a number of historic buildings which have a variety of materials and architectural styles.

The Birregurra community is committed to retaining the unique character of Birregurra and whilst encouraging development within the town want to ensure that development styles are appropriate and will enhance the significant visual features of the town.

## 11.1 Indigenous

Throughout the areas of the Great Otway National Park, there are 4 Traditional Indigenous Owners: the Wathaurung, Gulidjan, Gadubanud, and Kirrae Whurrong people. Their spiritual and physical connections to places surrounding Birregurra go back tens of thousand of years, evident through artefact scatterings found east of the Township.

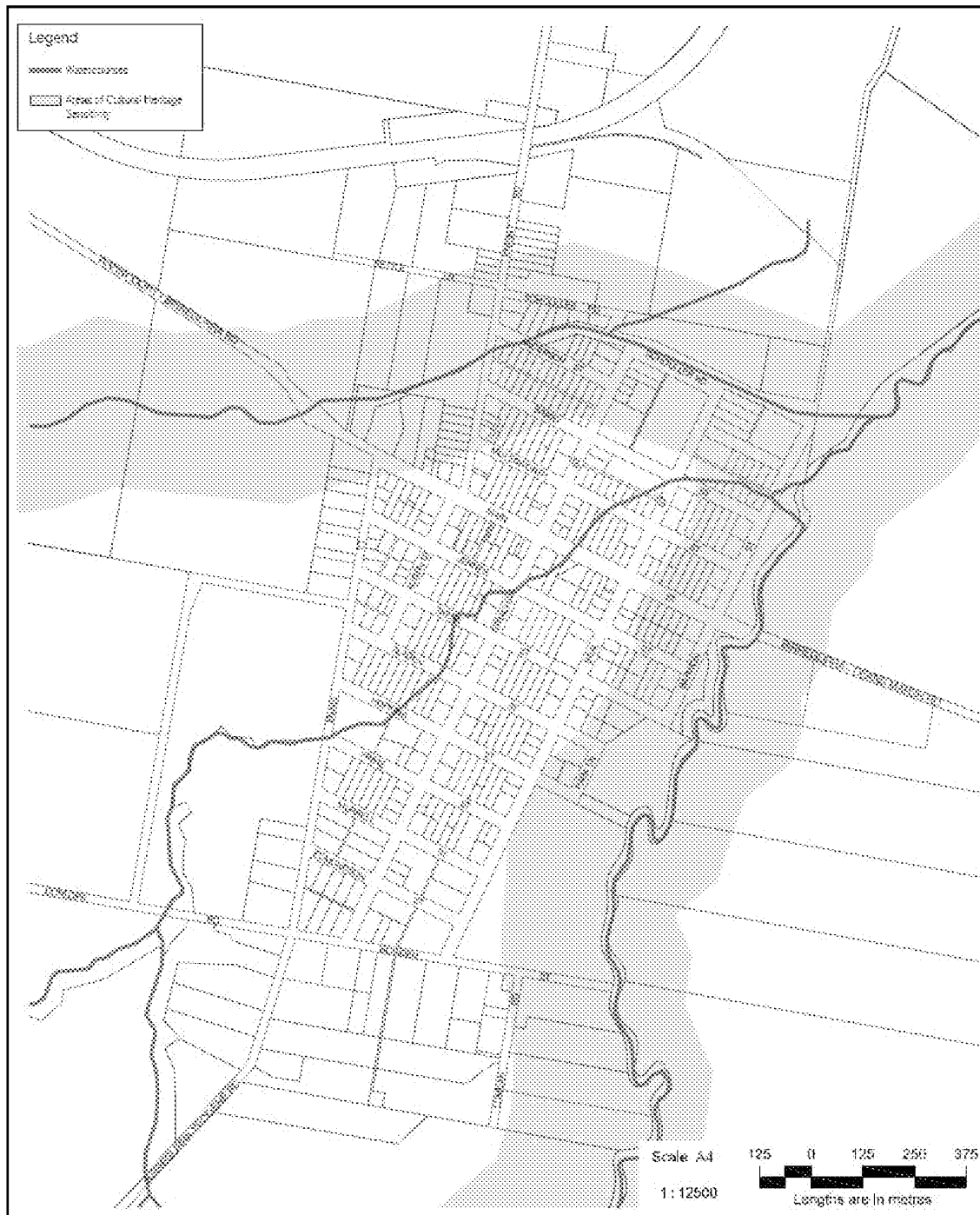
The name Birregurra is derived from the aboriginal word 'burai gurray' or kangaroo camp, the aboriginal name for springs near Chas.

Although there was some activity by squatters from the mid 1830s, the first real white settlement in the Birregurra area was the establishment in 1839 of the Buntingdale Mission Station, some four miles upstream on the Barwon River from the site of the present township.

The Mission was run by the Reverend Francis Tuckfield and its location was carefully chosen to be at the junction of three or four tribal territories. However despite Tuckfield's devotion the Mission made little progress and the land was sold in 1851. In that same year the Mission buildings were destroyed in the 'Black Thursday' bush fires. The only reminders of the Mission today are its bell, which is held inside Christ Church, Birregurra, and a memorial cairn in the grounds of the McLennan Memorial Uniting Church.

Under the Aboriginal Heritage Act 2006 a Cultural Heritage Management Plan is required if all or part of the proposed activity is in an area of cultural heritage sensitivity, and all, or part of the activity is a high impact activity. Figure 19 illustrates areas in Birregurra identified by Aboriginal Affairs Victoria as potentially being areas of cultural heritage sensitivity. These areas have been determined by applying a 200m sensitivity buffer to all waterways in Victoria, whether man made or natural. They do not indicate that it is a distinct site of cultural heritage but rather that these areas have the potential to be of significance and therefore may require further investigation.

Figure 19> Indigenous Heritage



## 11.2 European

The first Coach services to the area were conducted by Cobb & Co, on-route from Melbourne to Warrnambool from as early as 1853. It was not until 1860 that the Winchelsea & District Roads Board was formed and declared the Cape Otway Road a "main road," giving better access to the Cape Otway Lighthouse which was then under construction. F. Gilbert, a contract surveyor, was employed in 1892 to draft a town plan for "Birregurra- On-The-Barwon" and land sales began in Geelong.

From the late 19th century the Railway Station at Birregurra has been a crucial centre-point for transporting timber, stock, and other rural goods from the Otway Region and local area. The Shire's first railway arrived in 1877. Extending from Geelong (via Birregurra) to Colac, the accessibility of this railway caused a huge leap in economic activity for these towns. In addition, the construction of a branch line from Birregurra to Forest commencing in 1889, not only helped the development of the forest industry in the Otway Ranges, but also transported produce and livestock to markets.

## 11.3 Heritage Walk

The development of the Birregurra Heritage Walk by the Birregurra and District Action Group has identified sites of cultural and heritage significance to provide insight into the rich history of this town (Figure 20). Heritage sites are marked by a sawn hardwood signage panel. The Birregurra Heritage Walk provides many good vantage points from which to view both the town and the surrounding district.

Heritage sites identified as part of the Birregurra Heritage Walk include:

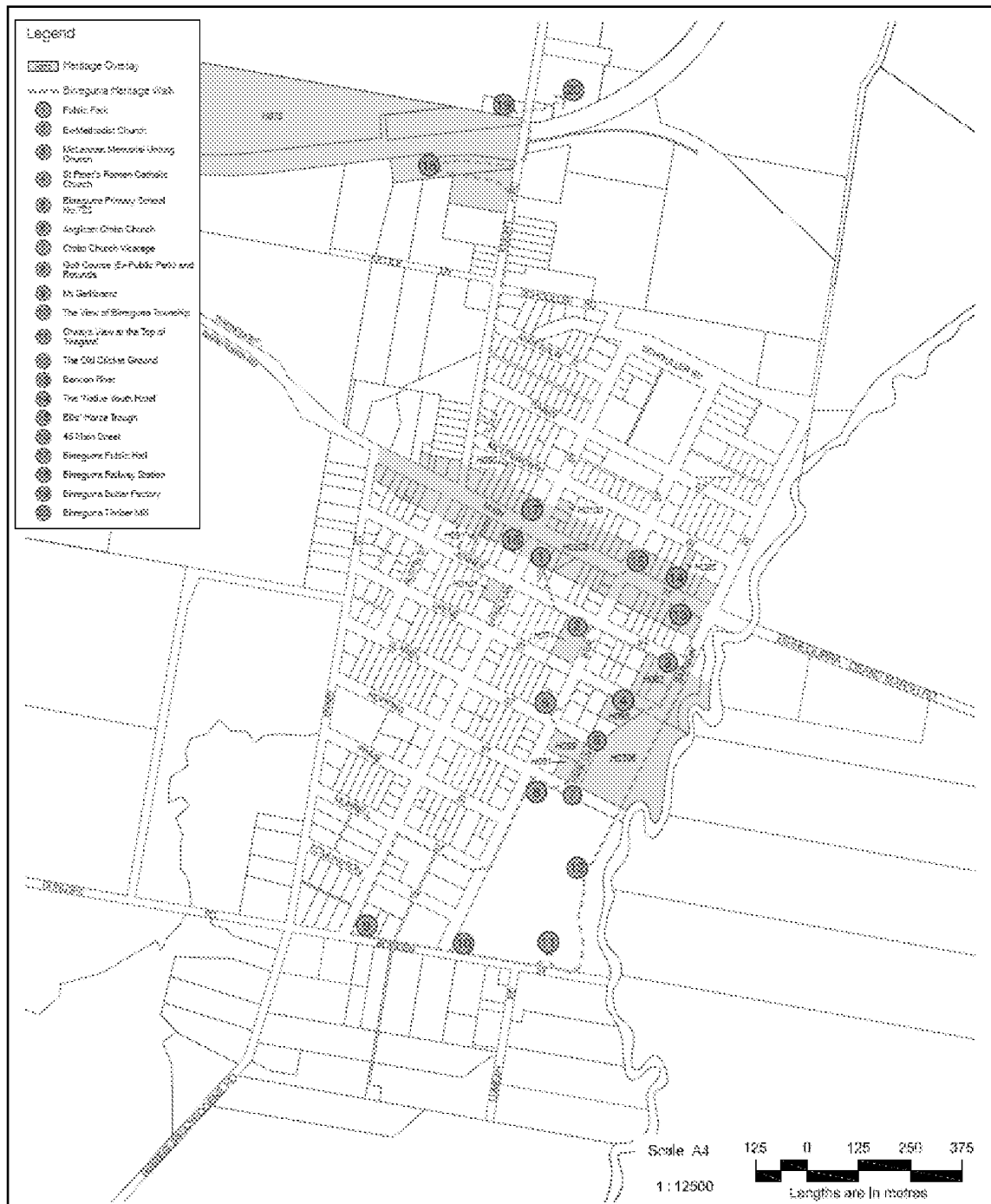
- The former Methodist Church
- McLennan Memorial Uniting Church
- St Peter's Roman Catholic Church
- Anglican Christ Church
- Christ Church Vicarage
- The Old Cricket Ground
- The 'Native Youth Hostel'
- Bills' Horse Trough
- 45 Main Street
- Birregurra Public Hall
- Birregurra Railway Station
- Birregurra Butter Factory
- Birregurra Timber Mill

It is noted in the Birregurra Township Masterplan 2007, that additional development of the Birregurra Heritage Walk is still necessary, including sealing and installation of handrails for steep sections, installation of a stabilised path surface along the full length of the walk and ongoing research and signage installation along the walk.





Figure 20> European Heritage



## 12 Service Infrastructure

The key driver that will program growth in Birregurra is the provision of service infrastructure into town. Recent development of the community services building at the edge of town is an example of the natural growth of town and the changing needs of an evolving population. While in the past the role of Birregurra was to provide a town function to serve the broader farming and timber community, it is evident that a more stable town based population has emerged and is driving the need for service delivery.

The provision of reticulated sewerage (starting in 2010) will create the opportunity to unlock significant subdivision and development within the township zone. It is understood that development has in the past been limited due to the inability of land being serviced and the limitations associated with onsite waste management. This experience is common to small towns in regional areas. However, the impact of this programmed growth on the shape, feel and function of town will need to be appropriately managed through the structure plan to ensure that well considered outcomes are achieved.

The reticulated water supply for Birregurra is managed by Barwon Water. No reticulated gas is available, nor likely to be provided in the foreseeable future.

Telecommunications are available to dwellings in Birregurra and a payphone is provided on the main street. Anecdotal evidence from consultation indicates that cell phone coverage is limited on most providers.

## 13 Consultation

In a town with such a small population, it is vital that the values of the community are heard and included in the planning process. The community is the heart and soul of a small town and has an intimate understanding of the opportunities and constraints to growth.

Informal consultation was undertaken on Main Street, Birregurra in October during the 2009 Birregurra Festival as a first chance to engage with the community and understand what makes this town unique.

A community bulletin was then developed and distributed to all landowners and occupiers within a 5km radius of the town centre to inform the local community and any interested parties of the first in a series of formal consultation sessions being held in Birregurra. It was understood that owing to distance, other commitments and time, not all land owners would be able to attend a formal consultation session. As such, an address for feedback (both electronic and hardcopy) was provided in the bulletin to ensure a depth and breath of consultation was achieved.

Held on 28th November 2009 in the Birregurra Hall, the first formal consultation session proved a success, providing an opportunity for interested individuals to come together and brainstorm on what they see as the key opportunities and limitations in Birregurra. The resulting information from all consultation sessions is being utilised throughout the Structure Plan process to ensure that the end result is directly fed from local community aspirations.

Key opportunities and constraints raised during the first consultation session are summarised into three categories in Table 5.



## 14 Conclusions

The preceding sections of this report contain an analysis of the existing conditions that will inform the future structure of Birregurra. In particular, the following will act as significant drivers of change:

- The provision of reticulated sewerage to land within the Township Zone.
- The recommendations of the draft RLS which designate Birregurra as a location for "significant growth".
- The variable land supply scenarios and the impact this has on determining the timing and location of land that will be appropriate to meet demand.
- The significant environmental constraints such as flood prone areas, threatened species and landslip potential of specific areas of the township, and the impact of this on accommodating future growth.

In light of the above, the conclusions for Birregurra are summarised as follows:

### Planning Framework

A number of anomalies exist in the planning framework for Birregurra that will be rectified as a result of the structure plan, including rezoning of the skate park land to PPRZ and rezoning of land adjacent to the station which is currently incorrectly zoned for public purposes.

### Residential Development / Settlement Patterns

In the hierarchy of towns in the Colac Shire, Birregurra has been identified as having the capacity to support significant residential growth. It is expected that post reticulation of sewer the take up of land for residential development will significantly increase within the town. Based on the modest to high growth scenarios contained in Section 7, it is expected that there is between 6.5-8.5 years supply of vacant land available for residential development.

As well as infill development, there will also be a need for additional land to become available beyond the current township boundary. It is anticipated that growth will be directed to the north-west and west of town with settlement contained to the east by the Barwon River, to the north by the Railway Line and to the South at the high point. While the rate of growth is generally unknown at this time, clear parameters should be established as to the outer extent of growth that is considered acceptable for Birregurra.

It will be important to ensure that the Structure Plan contains appropriate mechanisms to maintain landscape and built form character, including heritage values, whilst accommodating "significant change". Balanced with this will be the need to provide for a diversity of housing product to respond to the changing needs of the community – this may be perceived as not being in keeping with character of Birregurra. It is proposed that a series of guidelines be prepared that preserve character in new developments. These guidelines will relate to setbacks, materials, building envelopes and landscape envelopes; the key elements that influence character.



### **Tourism**

Tourism is a key element of a sustainable future for Birregurra. The tourism market is growing and the offer of accommodation and tourist activities is responding, however is still modest. It has been suggested through consultation that the lack of reticulated sewer has had an impact on current tourism opportunities. It is expected that this will be rectified with the provision of sewer and its threshold capacity. Opportunities to diversify the tourist market including expanding the dining and restaurant offer should be explored. The provision of greater public transport services to town may increase the day visitation to town.

It was clearly identified in the consultation that there is a distinct and emerging market to support camping and caravan related travellers. Currently, there are limited opportunities to accommodate this type of traveller, albeit it is understood that an informal arrangement is provided at the recreation reserve during the Festival. The Structure Plan will explore opportunities to respond to this niche issue, which has a significant potential flow on effect in terms of expenditure in town.

### **Environment / Open Space**

In many ways Birregurra is defined by its open space and natural environment, including the beautiful Barwon River which creates a natural boundary to the town to the east. Future growth of Birregurra will need to be balanced against the need to maintain the open space values and to respond to native vegetation, and flooding and drainage constraints. To this end, development is likely to be limited to the north-west and west of the current town boundary.

### **Recreation**

Birregurra is well served by a range of active and passive open space and recreation. Consultation however revealed that a number of recreation opportunities are not provided for in town and are currently serviced out of Colac, the regional centre. In light of future significant growth in Birregurra, opportunities to expand the offer of recreation may need to be considered as part of a longer term plan. Recreation will depend on the emerging demographic and their specific age related needs.

The current recreation reserve is well overdue for an upgrade that may include projects such as improving drainage and parking areas; providing improved facilities for the netballers including court surface and game day shelter; providing improved club rooms in the future; and improving cricket facilities.

### **Access and Movement**

Provision of a greater coverage and frequency of buses will be a key recommendation of the Structure Plan, particularly in light of anticipated growth. A re-thinking of train services in the future may also be required, including the provision of commuter services between Geelong and Colac to service the changing needs of the population. In terms of the road network, growth within the existing town boundary is expected to have a marginal impact on traffic volumes and may require only minor upgrades to key local road. The outward expansion of town may however impact on overall volumes and as such recommendations for future growth will need to be balanced against access requirements.





The Coastal Spaces Landscape Assessment Study:

- Maps and provides an assessment of the existing distinctive landscape elements, features, characteristics, character, quality and extent of the landscape within specific coastal areas, and their value or importance
- Assesses the adequacy of current planning strategies and measures for managing and protecting landscapes along the Victorian coast and immediate hinterland
- Identifies landscape types in all coastal regions and provides planning scheme provisions for retaining and/or respecting landscape values and managing development in non-urban coastal landscapes.

The Study covers the entire Victorian coastline (outside of the metropolitan Melbourne region) from:

1. South Australian border to Warrnambool
2. Bellarine Peninsula
3. Bass Coast region to the NSW border

The study complements the work already completed in 2003 for the Great Ocean Road Region (Warrnambool to Torquay) as part of the Great Ocean Road Region Strategy 2004.

#### *Future Coasts*

The Future Coasts Program is a Victorian Department of Sustainability and Environment program that runs in partnership with the Department of Planning and Community Development.

The Future Coasts Program is designed to help Victoria better understand and plan for the risks associated with sea level rise along the Victorian coast. The program is producing information about the impacts of sea level rise along the Victorian coast, with a focus on coastal erosion and flooding.

Future Coasts Program has three main objectives:

1. Understanding how sea level rise will impact Victoria's coast
2. Supporting land managers and decision makers
3. Responding to the impacts of sea level rise

## **Regional Policies and Strategies**

### *The Colac Otway Rural Living Strategy (RLS), draft 2010*

The purpose of this Strategy is to provide a land use framework to guide current and future rural settlements and rural living within the Shire. Recognising physical and environmental constraints, community aspirations, government policy directions and key issues of land use planning, the Strategy will identify areas appropriate for rezoning to rural living throughout the Shire.

The Strategy follows on from the Colac Otway Rural Land Strategy 2007 which identified the need to provide rural residential development in planned locations, and recommended the Council undertake an assessment of suitable areas. Candidate rural living areas nominated in this report included Barongarook - Bushbys Road, Barongarook - Robinson Road, Beech Forest, Gellibrand, Forrest, Kawarren and Lavers Hill.

The Rural Living Strategy is presented in two parts: Context and Strategy. This document represents the Context, providing the background to the current status and influences on rural settlements in the Colac Otway Shire and establishing principles for the final Strategy. The separate Strategy document details the objectives, strategy and actions to give directions and implement the recommended approach to future growth.

### *Corangamite Regional Catchment Strategy (RCS) 2003-2008*

The Regional Catchment Strategy (RCS) for 2003-2008 provides long-term direction for managing the future of land, water resources, biodiversity and seascape of the Region, and the foundation for investment decisions to ensure improved natural resource outcomes.

The RCS:

- sets broad goals for 20 years;
- assesses threats to environmental, economic and social values;
- sets preliminary targets for the condition of assets;
- identifies opportunities for improving natural resource management processes over the next five years;



## Local Policies and Strategies

### *Colac Otway Shire Rural Land Strategy (2007)*

This report details the outcomes of the review of rural land. The review had four major tasks:

- Review the biophysical and environmental aspects of the Shire including land use, soils land suitability, water, salinity, flooding, erosion and minerals;
- Review the agricultural industries including farm viability and rural activities;
- Review the timber plantation industry; and
- Provide appropriate planning scheme responses.

The outcomes of the project will assist the Shire in its review of the planning scheme and confirm the translation of the new Rural Zones. The report is in a form which:

- Creates maps showing agricultural capability and environmental constraints;
- Provides recommendations on the application of the rural zones and minimum lot sizes; and
- Prepares a local policy for rural land issues.

### *Birregurra Township Masterplan (2007)*

Funded from the Timber Towns Support Program the Masterplan is developed to provide short, medium and long term development opportunities for Birregurra and is an important tool for sourcing funds for implementation of specific actions.

The report and associated plans have been prepared as a basis for:

- Identifying the existing character of the township;
- Establishing a framework for the future direction of urban design development in the township;
- Recommended design concepts and actions to be undertaken in the short, medium and long term.

### *Birregurra Park Masterplan (2007)*

Outlines key projects for the redevelopment of the park in line with feedback from residents. Nineteen submissions were received and incorporated into the Birregurra Park Master Plan and Plan was then approved by the Birregurra Community Group.

Highlights of the plan are the provision of new barbeque facilities in the centre of the park next to the creek, improved pathway linkages through the park, consolidation of the playground equipment, tree plantings to provide important shade and upgrade to power to support the Summer markets and the Birregurra Weekend Festival.

### *Birregurra Sewerage Scheme – Functional Design Report (2007)*

The report was commissioned by Barwon Water to undertake functional design for the Birregurra Sewerage Scheme and determine a preferred option to provide sewerage services to Birregurra

The report presents the functional design options for:

- Collection and transfer system
- Treatment System
- Reuse system

The report also prepared a preliminary cost analysis and a discussion of technical feasibility, innovation, benefits and constraints is also presented.

An options analysis was undertaken to assess and compare options. The following activities were completed:

- Net present Value (NPV) assessments to compare 20 year NPV of each option.
- Risk assessment, which followed an internal Barwon Water procedure to identify risks and appropriate mitigation measures.
- Triple bottom line (TBL) analysis to identify the option with the best environmental, social and economic outcomes.
- Based on the analysis throughout the report a modified conventional system was selected, the system would be a reuse system in town and for agriculture, it would also discharge to tree lots.



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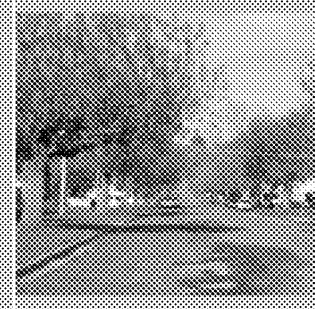
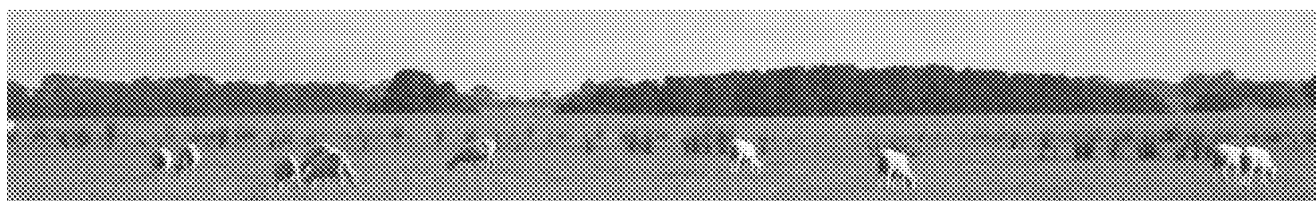




colac otway shire

# BIRREGURRA STRUCTURE PLAN

Report



October 2018  
Prepared by CPG



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# 1 Introduction

This Structure Plan applies to the township of Birregurra. The Structure Plan will direct land use and development over a 20 year period and provide a long term vision for Birregurra's growth. Through an integrated approach to social, cultural, economic, environmental and land use planning, the Structure Plan will develop a vision and framework for the future sustainable development of Birregurra.

This Structure Plan should be read in conjunction with the Context Report prepared for Birregurra which details the current land use and existing policy context for Birregurra.

## 1.1 Purpose

The purpose of the Structure Plan is to:

- Set the land use and development framework for Birregurra over the next 20 years.
- Implement the growth and settlement recommendations of the Rural Living Strategy.
- Establish clear and strategic parameters for growth.
- Provide direction relating to management of Birregurra's sense of place, character and identity amidst significant potential for growth.

## 1.2 Structure Plan Application

The Structure Plan will be used to guide decision making and investment in Birregurra and provide overall certainty about the future shape and complexion of the town. Specifically, the Structure Plan will be used to:

- Guide planning decision making, including assessment of planning permits for subdivision and land use;
- Provide certainty to land owners about the future potential of their land, including opportunities to carry on as is; to subdivide for infill development; or to explore major greenfield development in designated growth nodes.
- Provide certainty to business operators about opportunities for development and growth;
- Provide direction for investors seeking opportunities in Birregurra from a residential or commercial perspective;
- Inform Council's capital works program including funding needs for recreation, community and health facilities and programs.
- Inform service authorities, including Barwon Water, of future programmed growth and the implications of this on forward infrastructure planning.



### 3 Vision

A Vision statement has been prepared for Birregurra. The Vision seeks to encapsulate the outcomes sought through the combination of objectives and strategies contained in this Structure Plan. The Vision has been drafted post community workshops and receipt of submissions and will be subject to further consultation with the community to ensure it reflects a shared Vision.

On this basis, the draft Vision for Birregurra is as follows:

*Birregurra is a district town offering a rural lifestyle to its diverse community which includes young families, couples and older people. The housing market in Birregurra provides a range of choice that meets the different and varied needs of its residents, including small units which allow people to retire and age in place. Housing is characterised by single storey dwellings on generous lots with large gardens, creating a vegetated setting for development consistent with the rural quality of town.*

*The historical past of Birregurra is celebrated through heritage housing, town centre design, public art and provision of heritage information. The sense of identity is in part defined by these elements and by the strong sense of community which is developed through the range of community and recreation opportunities in town.*

*Birregurra contains a consolidated community node that provides a level of community and health services which can sustain the local residents and provide support to surrounding farm areas.*

*The tourism industry in Birregurra continues to grow with a range of accommodation and activities emerging to cater for this market.*



Figure 1 Birregurra Structure Plan







The Investigation Areas will be contained to the west and north –west of town as follows:

– **Kettle Lane**

Land to the north and south of Kettle Lane, west of Knight Road, represents a gross area of 28Ha. This investigation area has been contained to avoid extension into the existing olive operation to the west. This investigation area is located within walking distance of the Main Street, train station and existing residential areas. This land represents a logical urban extension to Birregurra.

The land contains some existing allotments and farming activities. Land is generally cleared apart from perimeter planting (particularly in the south). The land is not constrained by any Overlays. Land to the south is identified as being of potential cultural heritage significance owing to its proximity to a watercourse.

A consolidation of parcels is likely to be required to create an integrated development response, and to ensure efficiencies in provision and use of sewer infrastructure.

– **Land west of Ennis Street**

Land to the west of Ennis Street, south of Main Street, represents a gross area of approximately 11Ha. This land is located in close proximity to town, within walking distance to the main street, shops and health facilities.

The land is contained in a single ownership and represents a logical urban extension to Birregurra. The land is currently cleared and is not affected by any Overlays. Efficiencies in terms of provision and use of sewer infrastructure will need to be demonstrated.

The appropriateness of land within the Investigation Areas being taken up and transitioning to accommodate urban uses will depend on a number of key factors which applications for rezoning and subdivision will need to be assessed against (refer to strategies below). The Kettle Lane area is preferred as a first area for expansion.

As per the discussion in the Context Report, it is considered that some further yield could be achieved in the LDRZ land at the southern end of town. This should be contained within the titles with frontage to

Bowden and Ennis Streets, subject to the ability to be serviced by sewer infrastructure. This land should remain in the LDRZ which applies a large minimum lot size as an appropriate transition to the surrounding FZ land. Infill development should occur on TZ land. To provide certainty about the future size and shape of Birregurra, an ultimate boundary will be required to ensure growth is contained in a manner that retains the charm and relative compact form of this district town. The location of the boundary will be subject to consideration of Investigation Areas and should be implemented as part of the structure plan review process in 3-5 years.

The future direction for settlement will rely on the application of a settlement boundary and designation of investigation areas. Some rezoning of land will be required. In addition, existing zoning anomalies will be addressed including rezoning of the skate park land from TZ to PPRZ and the land adjacent to the station from PUZ to FZ.

**5.1.1 Objectives:**

- Ensure adequate and appropriately located supply of land to accommodate sustainable growth.
- Establish an outer limit for growth.
- Encourage housing diversity and affordability.
- Encourage infill development on vacant lots
- Support further subdivision of larger lots

**5.1.2 Strategies:**

- (1) Apply a township boundary with provision for Investigation Areas.
- (2) Opportunities for development are to be contained to the TZ and identified Investigation Areas.
- (3) Development in the TZ should achieve a density of 10 dwellings per hectare.
- (4) Growth in the Investigation Areas will be limited to a total net developable area of 9 ha and should achieve a density of 10 dwellings per hectare. A minimum lot size of 650sqm is required.
- (5) Applications for rezoning and subdivision of Investigation Areas are to be assessed against the following criteria:
  - Ongoing rural uses on the property;
  - Site constraints including vegetation, flooding, cultural heritage, topography;
  - Ability to be serviced;

- Efficient use of service infrastructure, particularly sewer;
  - Ability to achieve proposed density;
  - Connectivity and integration with the established residential area;
  - Impacts on surrounding rural uses; and
  - Ease of access for vehicles and pedestrians.
- (6) Contain further subdivision of Low Density Residential land to the south of town within existing titles fronting Ennis and Bowden Streets. Do not support any application seeking to rezone this land to TZ.
- (7) Rezone the skate park land from TZ to PPRZ to reflect that actual land use on the site.
- (8) Rezone non railway land contained in the PUZ to FZ to reflect that actual land use on the site.
- (9) Undertake a Structure Plan review in 3-5 years post adoption with a view to applying an ultimate town boundary to Birregurra. The town boundary should not extend north, east or south of the boundary contained in Figure 2. The extent of the boundary to the west should be considered in light of take up of programmed land supply in the Investigation Areas. In the event that at the time of the Structure Plan review a limited amount of take up has occurred in the TZ area, Council should consider re-directing some of this assumed growth to the Investigation Areas.

| IMPLEMENTATION |                          |                         |                        |                |          |   |   |   |
|----------------|--------------------------|-------------------------|------------------------|----------------|----------|---|---|---|
| Strategy       | Planning Scheme Changes  |                         |                        |                | Priority |   |   |   |
|                | Change to Zone / Overlay | Change to LPPF          | Further Strategic Work | Responsibility | 1        | 2 | 3 | 4 |
| 1              | No                       | Clause 21.03 Settlement | No                     | Council        |          |   |   |   |
| 2              | No                       | Clause 21.03 Settlement | No                     | Council        |          |   |   |   |
| 3              | No                       | Clause 21.03 Settlement | No                     | Council        |          |   |   |   |
| 4              | No                       | Clause 21.03 Settlement | No                     | Council        |          |   |   |   |
| 5              | No                       | Clause 21.03 Settlement | No                     | Council        |          |   |   |   |
| 6              | No                       | Clause 21.03 Settlement | No                     | Council        |          |   |   |   |
| 7              | Yes                      | No                      | No                     | Council        |          |   |   |   |
| 8              | Yes                      | No                      | No                     | Council        |          |   |   |   |
| 9              | No                       | Clause 21.03 Settlement | Yes (1)                | Council        |          |   |   |   |

*Recommended Further Work*

- (1) Council to undertake a Structure Plan Review post adoption of Structure Plan

**5.2 Housing Choice, Diversity and Affordability**

Birregurra is an important housing market in both a local and regional context. Proximate to the coast and major regional centres, Birregurra provides housing choice in an alternative, easily accessible, lifestyle location.

Currently the population profile of Birregurra is mixed, with a large number of older residents as well as strong contingent of young families. Programmed growth supported by the Structure Plan will increase the mix of people in Birregurra and will influence the type and style of housing required to meet their need.

At present, housing stock is defined by single detached dwellings from a mix of eras. Achieving diversity in housing, through variable lot size and housing style, will increase the mix of people living in the community. This mix of people helps enhance social capital, encouraging more sustainable communities. Housing diversity is particularly important for older people in the community who may seek alternatives to the traditional family home as they age. Being able to provide housing options including unit development or retirement villages, is very important to ensure that people can 'age in place', and remain a vital and important part of the community. This housing mix is also important for young families and first home owners.

Responding to the changing nature of the population, the provision of multiple development fronts in Birregurra will create competition in the market and

allow for overall choice and importantly affordability. Affordability is often a function of supply and housing choice. If supply is constrained, in that it is limited or is contained to a single owner, the market responds with inflated prices. If there is only one product on the market, housing prices will be constant.

Providing multiple fronts with multiple owners, means that there is no monopoly in the market and that there is competition, hence more opportunity for affordable housing product to enter the market. Diversity in lot size broadens the supply and mix of house types, hence creating greater equity in the range of house prices.

**5.2.1 Objectives:**

- Encourage a mix of housing types and styles.
- Encourage a housing market that responds to lifecycle needs.

**5.2.2 Strategies:**

- (1) Encourage a mix of housing types and styles to respond to the changing needs of the community, including unit development, medium density housing and retirement village / aged care living.
- (2) Medium density housing should be encouraged in the 'transitional' residential character area.
- (3) Retirement villages / aged care living should be located in proximity to the community and health node, and main street in the 'historic core' character precinct and/or the 'established residential' character precinct.
- (4) Lot sizes should range between 450-750sqm

| IMPLEMENTATION |                          |                         |                        |                |          |   |   |   |
|----------------|--------------------------|-------------------------|------------------------|----------------|----------|---|---|---|
| Strategy       | Planning Scheme Changes  |                         |                        |                | Priority |   |   |   |
|                | Change to Zone / Overlay | Change to LPPF          | Further Strategic Work | Responsibility | 1        | 2 | 3 | 4 |
| 1              | No                       | Clause 21.03 Settlement | No                     | Council        |          |   |   |   |
| 2              | No                       | Clause 21.03 Settlement | No                     | Council        |          |   |   |   |
| 3              | No                       | Clause 21.03 Settlement | No                     | Council        |          |   |   |   |
| 4              | No                       | Clause 21.03 Settlement | No                     | Council        |          |   |   |   |



Clause 56: Subdivision, will apply to the proposed investigation areas. Clause 56 requires lots to front the street and provides for consistent building envelopes to be created on lots to inform the location of dwellings. The building envelopes will encourage consistency in building sitting and setbacks which are important elements in informing character from the public realm perspective.

It is acknowledged that there are shortfalls in the above provisions, however Council are able to apply discretion as part of the relevant planning permit application process (where relevant) to ensure that prevailing character is retained or, in the case of the investigation areas, that new development establishes a preferred character. It is recommended that design guidelines be prepared for key residential areas to compliment the existing provisions in the Planning Scheme.

**5.3.1 Objectives**

- Ensure development is consistent with prevailing and preferred features.
- Ensure development maintains a rural character.

**5.3.2 Strategies**

- (1) Undertake an urban character assessment and determine design guidelines for infill development and new subdivision as appropriate. In the absence of these guidelines, relevant objectives and standards of Clause 54 will be applied as they relate to character, setback, siting and design, fencing, landscape etc.
- (2) New development should comply with the relevant character related policy contained in Clause 19.04 or Clause 56 in lieu of any specific character guidelines being prepared. Clause 56 will direction location of dwellings on lots via use of building envelopes, as well as overall street layout and design.

| IMPLEMENTATION |                          |                |         |                        |                |          |   |   |   |
|----------------|--------------------------|----------------|---------|------------------------|----------------|----------|---|---|---|
| Strategy       | Planning Scheme Changes  |                |         | Further Strategic Work | Responsibility | Priority |   |   |   |
|                | Change to Zone / Overlay | Change to LPPF |         |                        |                | 1        | 2 | 3 | 4 |
| 1              | No                       | No             | Yes (1) | Council                |                |          |   |   |   |
| 2              | No                       | No             | Yes (2) | Council                |                |          |   |   |   |

*Recommended Further Work*

- (1) Council to facilitate / undertake an urban character assessment and determine design guidelines for infill development and new subdivisions as appropriate.
- (2) Upon completion of urban character assessment Council should consider the introduction of the Neighbourhood Character Overlay.



| IMPLEMENTATION |                          |                                   |                        |                     |          |   |   |   |
|----------------|--------------------------|-----------------------------------|------------------------|---------------------|----------|---|---|---|
| Strategy       | Planning Scheme Changes  |                                   |                        |                     | Priority |   |   |   |
|                | Change to Zone / Overlay | Change to LPPF                    | Further Strategic Work | Responsibility      | 1        | 2 | 3 | 4 |
| 1              | No                       | Clause 21.05 Economic Development | No                     | Council / Developer |          |   |   |   |
| 2              | No                       | Clause 21.05 Economic Development | No                     | Council / Developer |          |   |   |   |
| 3              | No                       | Clause 21.05 Economic Development | No                     | Council             |          |   |   |   |
| 4              | No                       | Clause 21.05 Economic Development | No                     | Council             |          |   |   |   |
| 5              | No                       | Clause 21.05 Economic Development | No                     | Council             |          |   |   |   |
| 6              | No                       | Clause 21.05 Economic Development | No                     | Council             |          |   |   |   |
| 7              | No                       | Clause 21.05 Economic Development | No                     | Council             |          |   |   |   |
| 8              | No                       | Clause 21.05 Economic Development | No                     | Council / Developer |          |   |   |   |
| 9              | No                       | Clause 21.05 Economic Development | Yes (1)                | Council             |          |   |   |   |
| 10             | No                       | Clause 21.05 Economic Development |                        | Council             |          |   |   |   |





| IMPLEMENTATION |                          |                |                        |                     |          |   |   |   |
|----------------|--------------------------|----------------|------------------------|---------------------|----------|---|---|---|
| Strategy       | Planning Scheme Changes  |                |                        | Responsibility      | Priority |   |   |   |
|                | Change to Zone / Overlay | Change to LPPF | Further Strategic Work |                     | 1        | 2 | 3 | 4 |
| 1              | No                       | No             | No                     | Council / Developer |          |   |   |   |
| 2              | No                       | No             | No                     | Council             |          |   |   |   |
| 3              | Yes                      | No             | No                     | Council             |          |   |   |   |
| 4              | No                       | No             | No                     | Council / Developer |          |   |   |   |
| 5              | No                       | No             | No                     | Council             |          |   |   |   |

### 6.3 Enhancing Tourism

The charm of Birregurra and its location proximate to key destinations such as the Great Ocean Road and Otway Forest, attract many tourists to town. Opportunities to enhance tourism and capture more of the tourist dollar in town should be encouraged. This includes increasing the availability and range of tourist accommodation; increasing the type of tourist activity in town; and increasing tourist packages associated with events (such as the Birre Festival) or recreation (i.e. golf tournaments).

Anecdotal evidence suggests that there is an untapped demand for caravan and camping tourism in Birregurra. It is understood that during the Birre Festival, the recreation reserve is used as a camping location. To meet the growing needs of this market, and diversify the tourist offer particularly given the proximity to the coast and Otways, it is recommended that a suitable location for camping / caravans be determined.

#### 6.3.1 Objectives

- Increase the spread of tourist based activities.
- Increase the type and offer of tourist accommodation.

#### 6.3.2 Strategies

- (1) Encourage tourist accommodation including B&B's and hotel/serviced units, within the town core and surrounding farming land. Opportunities for tourist accommodation within the main street are highly encouraged.
- (2) Undertake an assessment of demand for camping and caravan based tourism in Birregurra. Subject to the findings of this assessment Council should identify an appropriate location for a new camping and/or caravan site. Sites for camping and/or caravans should be contained to a town fringe location that is accessible to key natural features including the river. Sites should be designed to sit discretely within the landscape, with sites clustered amongst adequate vegetation. Sites should be setback from the road in a vegetated setting to minimise the prominence of the use from the street.
- (3) In lieu of a new site for camping and/or caravans, the informal use of the recreation reserve for during the Birre Festival should be supported for this type of tourist.

| IMPLEMENTATION |                          |                                     |                        |                     |          |   |   |   |
|----------------|--------------------------|-------------------------------------|------------------------|---------------------|----------|---|---|---|
| Strategy       | Planning Scheme Changes  |                                     |                        |                     | Priority |   |   |   |
|                | Change to Zone / Overlay | Change to LPPF                      | Further Strategic Work | Responsibility      | 1        | 2 | 3 | 4 |
| 1              | No                       | Clause 21.05 - Economic Development | No                     | Council / Developer |          |   |   |   |
| 2              | No                       | Clause 21.05 - Economic Development | Yes (1)                | Council             |          |   |   |   |
| 3              | Yes                      | Clause 21.05 - Economic Development | No                     | Council             |          |   |   |   |

*Recommended Further Work*

- (1) Council to undertake an assessment on demand for camping and caravan based tourism in Birregurra.

Figure 2 Economic Development Plan





## 7.2 Heritage

The heritage aspects of town are very prominent in Birregurra, ranging from heritage houses to the historic timber mill and train station. The ability to retain and celebrate this heritage into the future is an important aspect in maintaining sense of place and identity in Birregurra.

Recent work initiated by the community at the Birregurra Train Station is an example of the local value of historical building stock, and has re-invigorated the station as a key element of the tourist appeal of town. The Heritage Overlay is currently applied to a number of other historic buildings throughout town. The provisions of the Overlay will ensure that these elements are preserved into the future.

The Heritage Walk provides a great opportunity to connect the historical elements in town and tell the story of Birregurra to locals and visitors alike. Ongoing maintenance and further improvements to the heritage walk and interpretative signage is encouraged.

In the main street, the historic nature of town is represented not only in its building stock but in design features including ornate parapets; antique retailing; historic shop signage; the width of the main street (to cater for bullock carts); horse watering areas; and use of federation colours. Use of heritage style lighting and signage could be sensitively incorporated into the main street without impacting on the authentic heritage elements.

### 7.2.1 Objectives:

- Protect heritage elements
- Articulate history in the public realm

### 7.2.2 Strategies:

- (1) Complete the heritage walk along the Barwon River.
- (2) Retain heritage overlay, and apply to additional dwellings as appropriate.
- (3) Share the town's story with visitors to the town through an interactive display in the civic centre and the introduction of Main Street history boards.
- (4) Introduce heritage themed public art through key streets as part of a way finding strategy. (Refer to Section 10.4).

| IMPLEMENTATION |                          |                                          |                        |                |          |   |   |   |
|----------------|--------------------------|------------------------------------------|------------------------|----------------|----------|---|---|---|
| Strategy       | Planning Scheme Changes  |                                          |                        | Responsibility | Priority |   |   |   |
|                | Change to Zone / Overlay | Change to LPPF                           | Further Strategic Work |                | 1        | 2 | 3 | 4 |
| 1              | No                       | Clause 22.01 - Heritage Places and Areas | No                     | Council        |          |   |   |   |
| 2              | Yes                      | Clause 22.01 - Heritage Places and Areas | No                     | Council        |          |   |   |   |
| 3              | No                       | Clause 22.01 - Heritage Places and Areas | No                     | Council        |          |   |   |   |
| 4              | No                       | Clause 22.01 - Heritage Places and Areas | No                     | Council        |          |   |   |   |



| IMPLEMENTATION |                          |                                     |                        |                     |          |   |   |   |
|----------------|--------------------------|-------------------------------------|------------------------|---------------------|----------|---|---|---|
| Strategy       | Planning Scheme Changes  |                                     |                        |                     | Priority |   |   |   |
|                | Change to Zone / Overlay | Change to LPPF                      | Further Strategic Work | Responsibility      | 1        | 2 | 3 | 4 |
| 1              | No                       | Clause 21.05 - Economic Development | No                     | Council / Developer |          |   |   |   |
| 2              | No                       | Clause 21.05 - Economic Development | No                     | Council / Developer |          |   |   |   |
| 3              | No                       | Clause 21.05 - Economic Development | No                     | Council / Developer |          |   |   |   |
| 4              | No                       | Clause 21.05 - Economic Development | No                     | Council / Developer |          |   |   |   |
| 5              | No                       | Clause 21.05 - Economic Development | Yes (1)                | Council             |          |   |   |   |
| 6              | No                       | Clause 21.05 - Economic Development | No                     | Council             |          |   |   |   |

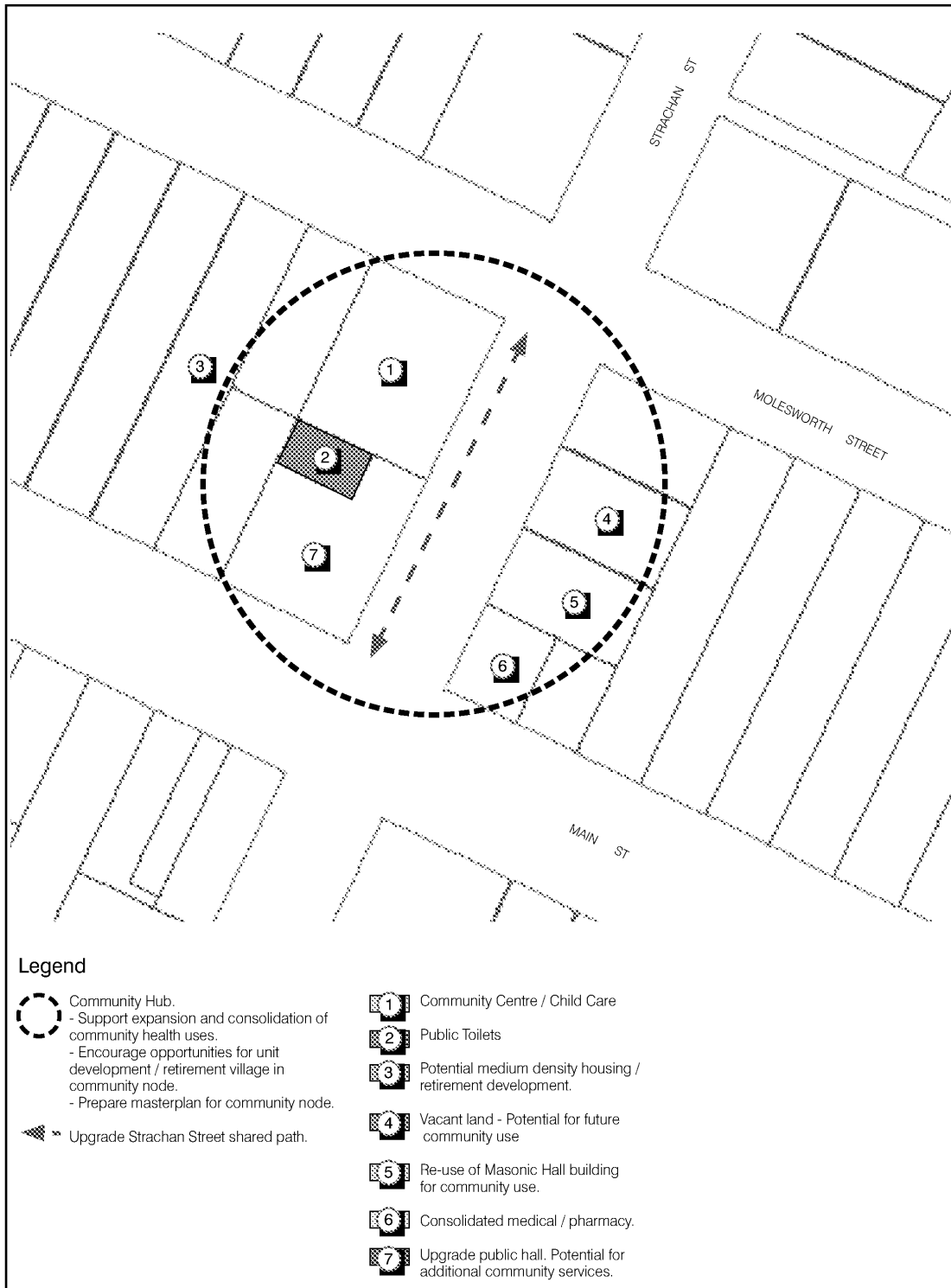
*Recommended Further Work*

(1) Council to undertake / facilitate a community node masterplan.





Figure 4 Community Node Concept Plan





## 9 Access and movement

### 9.1 Road Network

Like many regional towns, Birregurra is largely reliant on the car for transport. Given the small population, traffic is not generally an issue although school pick drop off and pick up times are generally busy, as are Saturday mornings around the Bowls Club and recreation reserve.

Main Street is currently used by local traffic, regional traffic and heavy vehicles accessing the Otways. Despite the mix of user groups, traffic is distributed throughout the day in a manner that minimises impacts on movement and access. Car parking is generally well provided in the town centre, however at peak user times there appears to be limited parking in Strauchan Street near the community centre.

With the programmed growth proposed by the Structure Plan some road upgrades may be necessary as vehicle movements grow, including improvements to Strauchan Street and the intersection with Main Street. Integration of the Investigation Areas into the grid network will be highly encouraged to improve overall permeability and movement between the new and the older areas of town.

#### 9.1.1 Objectives

- Ensure roads provide safe access.
- Ensure roads are designed to provide for all road users.

#### 9.1.2 Strategies

- (1) Recognise Strachan Street as the main distributor road from the residential area to the town centre and other arterial roads. Upgrade to a collector road classification should be considered if traffic volumes reach 1,000vpd. The capacity of this street should be reviewed as part of the Structure Plan Review in 3-5 years. An upgrade in classification may require road upgrades. To the north of Main Street this should include upgrades to an urban quality of road with shared paths. To the south of Main Street, the upgrade should avoid impact on the rural character of the street where possible.
- (2) Sladen Street and Ennis Street are encouraged as alternative routes as traffic increases in town, subject to population growth. These streets may require upgrading to cater for this role. The capacity of these streets should be reviewed as part of the Structure Plan Review in 3-5 years. Any relevant upgrades should avoid impact on the rural character of the streets where possible.
- (3) New road and street cross sections should be consistent with adopted standards of the Colac Otway Shire and consideration given to the occasional needs for adjustments within the overall specified road reserve widths if required to cater for existing utilities and street trees.
- (4) All intersections with Birregurra Road and the Birregurra – Deans Marsh Road must be designed and constructed under the explicit authority and consent of VicRoads being the responsible authority.
- (5) Ensure new subdivisions include grid based road networks that are easily integrated with the surrounding road network. Cul-de-sac design should be avoided.

| IMPLEMENTATION |                          |                |                        |         |                |          |   |   |  |
|----------------|--------------------------|----------------|------------------------|---------|----------------|----------|---|---|--|
| Strategy       | Planning Scheme Changes  |                |                        |         | Responsibility | Priority |   |   |  |
|                | Change to Zone / Overlay | Change to LPPF | Further Strategic Work |         | 1              | 2        | 3 | 4 |  |
| 1              | No                       | No             | Yes (1)                | Council |                |          |   |   |  |
| 2              | No                       | No             | No                     | Council |                |          |   |   |  |
| 3              | No                       | No             | No                     | Council |                |          |   |   |  |
| 4              | No                       | No             | No                     | Council |                |          |   |   |  |
| 5              | No                       | No             | No                     | Council |                |          |   |   |  |

#### Recommended Further Work

- (1) Council to undertake / facilitate review of the capacity of Strachan Street as part of the 3-5 year Structure Plan Review.



### 9.3 Walking and cycling

The Structure Plan seeks to provide accessible community and maximise residential population within walking and cycling distance of key uses. Currently, the compact form of town and grid network allows for walking and cycling to access key uses including school, shops, health /community uses, recreation etc. However, owing the rural character of roads in town there are limited footpaths and people walk on the road. Consultation revealed that this condition was preferred to a more urban street cross section.

New residential area in the identified Investigation Areas will be required to be designed in accord with Clause 56 of the Planning Scheme. This will mandate the introduction of urban roads including footpaths, and will require new developments to easily integrate with the established road network and subdivisions to allow for a high level of permeability, enhancing overall opportunities for walking and cycling.

#### 9.3.1 Objectives

- Enhance opportunities for walking and cycling.
- Encourage walkable neighbourhood design in Investigation Areas.

#### 9.3.2 Strategies

- (1) Introduce shared paths on key streets where possible including Knight Road, Strachan Street north of Main Street, and Sladen Street as appropriate.
- (2) To improve the pedestrian environment and overall safety line marking on shared paths and bike lanes should be provided. Changes in pavement treatment at key intersections should be explored, particularly in high pedestrian areas such as the recreation reserve, the school, the skate park and the community node.
- (3) Bike racks should be incorporated into the Main Street in convenient and accessible locations in public view. Bike racks are encouraged to be functional but also innovative in their design.
- (4) Footpaths are required in new residential areas in accord with requirements of Clause 56.
- (5) While a rural road profile is maintained on existing local streets in the TZ, formal footpaths will not be provided, unless required for safety reasons.
- (6) Introduce footpath on northern side of main street

| IMPLEMENTATION |                          |                |                        |                |          |   |   |   |
|----------------|--------------------------|----------------|------------------------|----------------|----------|---|---|---|
| Strategy       | Planning Scheme Changes  |                |                        |                | Priority |   |   |   |
|                | Change to Zone / Overlay | Change to LPPF | Further Strategic Work | Responsibility | 1        | 2 | 3 | 4 |
| 1              | No                       | No             | No                     | Council        |          |   |   |   |
| 2              | No                       | No             | No                     | Council        |          |   |   |   |
| 3              | No                       | No             | No                     | Council        |          |   |   |   |
| 4              | No                       | No             | No                     | Council        |          |   |   |   |
| 5              | No                       | No             | No                     | Council        |          |   |   |   |
| 6              | No                       | No             | No                     | Council        |          |   |   |   |



Figure 6 Access and Movement Plan







## 11 Implementation and Review

The overarching Strategy recommended by this Structure Plan is to implement the Structure Plan and its key strategies into the Colac Otway Shire Planning Scheme.

It is recommended that the implementation of the Structure Plan:

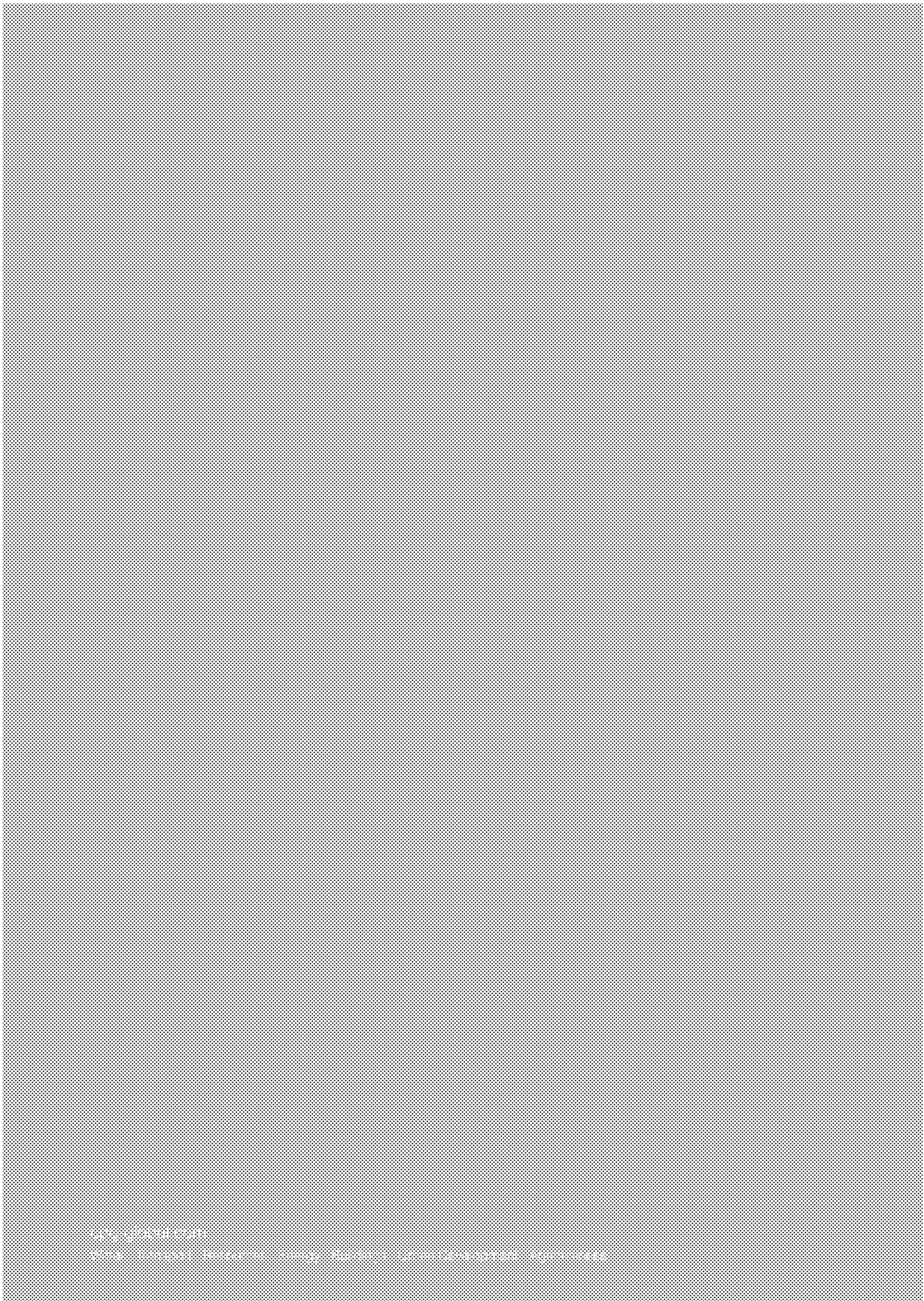
- Include the Structure Plan as a Reference Document in the Colac Otway Shire Planning Scheme;
- Revise and update the Local Planning Policy Framework, including the Municipal Strategic Statement, to give immediate effect to specific Strategies identified in this report; and
- Set out the further strategic work that should be undertaken to enable the implementation of other specific Strategies.

Recommended timeframes for the implementation of each identified Strategy in this section of the report are provided to guide the allocation of funding and resources. The range of recommended timeframes is;

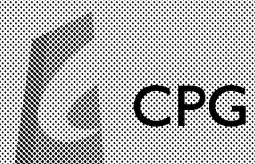
- Priority 1 (1-5 years)
- Priority 2 (6-10years)
- Priority 3 (11-15 years)
- Priority 4 (16-20 years)

The DPCD requires Structure Plans to be reviewed every 5 years. It is recommended that an interim review occur at 3 years, to monitor and review the progress of key recommendations. In particular the interim review should assess the level of take up of land for infill residential development in order for Council to adjust their land supply scenario on the basis of actual post sewer development, and review assumptions contained in the Structure Plan as relevant.





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Birregurra and Forrest Structure Plans



Colac Otway  
**FORREST STRUCTURE PLAN**  
Context Report

Sept 2010  
Prepared by CPG



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# 1 Introduction

CPG Australia (formally Coomes Consulting Group) has been engaged by Colac Otway Shire to prepare the Forrest Structure Plan.

This Structure Plan has come to fruition due to lack of existing policy and strategic direction to guide the future growth of Forrest. While Council has recently developed higher order strategic plans for their key coastal settlements, there has been significant interest and pressure in the town of Forrest for this work to be undertaken and provide greater certainty and direction regarding land use and development.

The purpose of the Structure Plan is to direct future growth and encourage sustainable land use development in Forrest over a 20 year period, providing a long term vision and planning and development framework for the town. Issues to be taken into consideration include demographic trends, housing needs, urban design, neighbourhood character, heritage values, economic development, infrastructure provision and natural resources.

Key drivers for the preparation of the Structure Plan include:

- The cessation of the timber industry and its impact on the role of town;
- Pressure for lifestyle living for weekenders, proximate to high amenity forest and coastal locations;
- Pressure for lifestyle living for residents working in key regional centres;
- The growth of mountain biking tourism;
- The impact of servicing on growth;
- The tourist / weekender market and its impact on structure, land use and service provision;
- Community values and the potential 'local' versus 'visitor' vision for the town and its role;
- Increased awareness of risks associated with incidence of wildfires; and
- Development pressure outside of the Township Zone.

The Plan is presented in two parts: Context and Structure Plan. This document represents the Context, providing the background to the current status and influences on development in Forrest, exploring key issues and opportunities for the final Structure Plan, and providing an overview of options for the Plan.

## 1.1 Strategic Drivers

The Structure Plan project is not being undertaken in isolation, but in the context of two very significant concurrent processes that will ultimately inform the role of Forrest and the appropriateness of future growth. These are:

- The Victoria Bush Fire Royal Commission
- The Colac Otway Rural Living Strategy

The recently released report by the 2009 Victorian Bushfire Royal Commission outlined 67 recommendations, a total of 27 recommendations relate specifically to planning, building, land and fuel management within bushfire prone areas.

Three key recommendations around the validity of allowing settlements to be located in areas of high fire risk are:

- Recommendation 39, the State amending the Victorian Planning Provisions relating to bushfire.
- Recommendation 40, the CFA amending its guidelines for assessing development in areas of fire risk.
- Recommendation 46, the State develop and implement a retreat and resettlement strategy for existing developments in areas of unacceptably high bushfire risk.



At the writing of this document the State Government has not adopted the recommendations listed by the 2009 Victorian Bushfire Royal Commission. Until further direction is provided by the State Government, it is crucial the development of this Structure Plan takes a precautionary approach, examining all available options to determine what the optional situation for Forrest may be (further analysis can be found within *Section 9.7 Fire Risk*).

The draft Colac Otway Rural Living Strategy (RLS), CPG Australia 2010, is taking a similar measured approach in its recommendations to the future settlement of towns, including Forrest. The draft RLS designated Forrest as a highly constrained town with deferred growth potential.

The analysis in this report will be undertaken within this context. The conclusions contained in this report will be focussed around implementing key recommendations ensuring Forrest continued to progress in a sustainable manner which is consistent with its key opportunities, constraints and local role, as identified by local and state planning policy.

## 2 Context

### 2.1 Regional Context

Forrest is located approximately 33km south of Colac and 36km north of Apollo Bay on the Colac-Apollo Bay Road. Forrest acts as the northern entrance to the Great Otway National Park, positioned in the southern end of the Colac Otway Shire. The Town is primarily accessed by the Colac – Apollo Bay Road (entering at the north of the town), or by Forrest - Colac Road (entering at the west of the town). These roads provide important linkages between the regions coastal and inland communities.

Positioned at the foot of the Great Otway National Park, Forrest is surrounded by dense vegetation, particularly at the southern end of the Township. Forrest is also close to Lake Elizabeth, a significant recreation area, and the West Barwon Reservoir. Refer to Figure's 1 and 2 for a regional profile and aerial photograph of the settlement.

In 2002 the Victorian State Government announced its intention to phase out logging in the Otway's and buy back all remaining timber leases. Historically, the economic prosperity of Forrest has relied heavily on the timber industry and the cessation of logging in the Otway's has had a significant impact on the community. In 2004 the State Government announced a \$7 million compensation package to assist with the development of tourism facilities and infrastructure throughout the region. Forrest is now undergoing a transitional period as it moves away from reliance on the timber industry and embraces its emerging role as a tourist destination based around the natural beauty of the Otway's and a network of world class mountain bike trails.

Forrest has experienced a number of significant events, resulting in a transition in the Township's regional role and profile. Key events include:

- The cessation of logging practices on public land by 2008, and the imminent decline of the sawmilling industry (with the last sawmill closing in 2003)
- Logging still occurs on private land however the expiry of leases on crown land has significantly reduced logging activity in the area
- Landscape and agriculture transformation, in line with regional and national trends
- The improvement of transport routes, and the increasing reliance on regional services centres, such as Colac
- The growing awareness in the tourism industry of the Great Ocean Road, and access to this via the north-south Colac - Apollo Bay Road
- The creation of the Great Otway National Park and the Otway Forest Park
- The promotion and evolving recognition of Forrest as the region's mountain-biking capital.

The emerging role for Forrest as a tourist destination has been driven by significant investment in mountain bike infrastructure in the surrounding National Park. The annual Kona 24hr Mountain Bike event cements Forrest's regional and national role as a key tourism destination. Seasonal influx associated with this event provides benefits to the town in terms of accommodation and general food and beverage retailing. Ongoing pressure for accommodation, retail, cafes etc will emerge as this industry strengthens.

In the context of regional service delivery, Forrest acts as the primary entrance point for the Country Fire Authority (CFA) to the Otways and the West Barwon Reservoir. Due to the limited community facilities, services and retail options available in Forrest, residents rely on Colac as a regional service centre.

Importantly, Forrest contains a primary school that provides education for local children and those from the surrounding district. The school building also accommodates other community services such as maternal health and mobile library on a visiting basis. These services are important to support the local and surrounding community.

Figure 1 > Regional Context Map

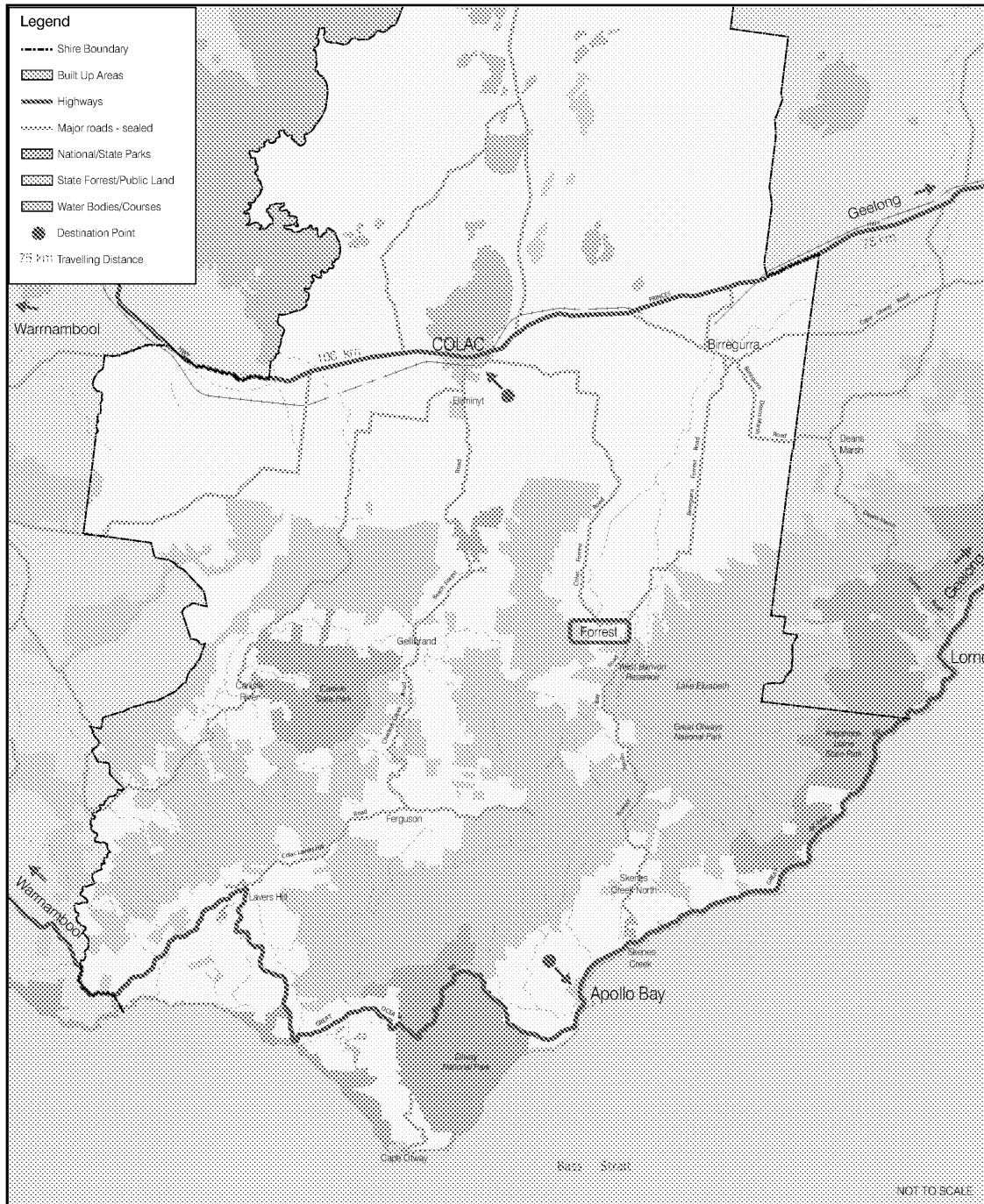


Figure 2> Aerial Photograph, Forrest



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## 3 Planning Framework

### 3 Planning Framework

Land use within Forrest is subject by numerous state and local policies and strategies. These policies and strategies are summarised below.

#### 3.1 State Policy and Strategy

The following State Planning policy and strategies have relevance to Forrest:

- Ministerial Direction #1 – Potentially Contaminated Land
- Ministerial Direction #6 – Rural Residential Development
- Future Farming Strategy
- Blueprint for Regional Growth
- Coastal Landscape Assessment Study (2006)
- Future Coasts

The key directions to emerge from the listed policies and strategies can be summarised as follows:

##### *Ministerial Direction No.1 – Potentially Contaminated Land*

- *The purpose of this Direction is to ensure that potentially contaminated land is suitable for a use which is proposed to be allowed under an amendment to a planning scheme and which could be significantly adversely affected by any contamination,*

##### *Ministerial Direction No.6 – Rural Residential Development*

- The key objective of this Direction is to manage the provision of sustainable rural residential development so that it supports sustainable housing and settlements and does not compromise Victoria's agricultural, natural, environmental, landscape and infrastructure resources.

##### *Future Farming Strategy*

- The Strategy proposes State government investment across a number of areas of the farming industry, including: research and development, building skills, climate change planning, management of weeds and pests, land and water, targeted social support, and investment in rail freight and infrastructure.

##### *Blueprint for Regional Growth*

- The recently released Blueprint for Regional and Rural Victoria provides the broad framework for managing growth and change, and sets the policy directions for future government programs and investment in provincial Victoria.

##### *Coastal Spaces Landscape Assessment Study (2006)*

- The Coastal Spaces Landscape Assessment Study is a comprehensive baseline assessment of visually significant landscapes along the Victorian coast. The Study assesses the visual and scenic amenity of Victoria's non-urban coastline. The work identifies appropriate measures in planning schemes to manage future growth and change along the coast.

##### *Future Coasts*

- The Future Coasts Program is designed to help Victoria better understand and plan for the risks associated with sea level rise along the Victorian coast. The program is producing information about the impacts of sea level rise along the Victorian coast, with a focus on coastal erosion and flooding.

#### **3.1.1 State Planning Policy Framework**

The State Planning Policy Framework (SPPF) seeks to ensure that the Objectives of Planning in Victoria (as set out in Section 4 of the Planning and Environment Act 1987) are implemented.

A range of State planning policies are applicable to the project, with varying degrees of relevance:

- Clause 11.02 Urban growth
- Clause 11.03 Open space
- Clause 11.05 Regional development
- Clause 12.01 Biodiversity
- Clause 12.04 Significant environments and landscapes
- Clause 13.02 Floodplains
- Clause 13.03 Soil degradation
- Clause 13.05 Wildfire
- Clause 14.01 Agriculture
- Clause 14.02 Water
- Clause 15.01 Urban environment
- Clause 15.02 Sustainable development
- Clause 15.03 Heritage
- Clause 16.01 Residential development
- Clause 16.02 Rural residential development
- Clause 17.01 Commercial
- Clause 17.02 Industry
- Clause 17.03 Tourism
- Clause 18.01 Integrated transport
- Clause 18.02 Movement networks
- Clause 19.02 Community infrastructure
- Clause 19.03 Development infrastructure

The key directions to emerge from the listed Clauses can be summarised as follows:

- Planning authorities are required to plan to accommodate projected populations over at least a 15 year period.
- Ensure effective planning and management of the land use and development of an area through the preparation of strategic plans, statutory plans, development and conservation plans, development contribution plans and other relevant plans.
- Maintain and provide for the enhancement of environmental health and productivity of rural and hinterland landscapes.
- Consider fire hazards in wildfire risk environments to avoid intensifying the risk of wildfire through inappropriately located or designed uses or developments.
- Provide for the protection of natural heritage sites and man-made resources and the maintenance of ecological processes and biological diversity.
- Assist the protection and conservation of biodiversity, including native vegetation retention and provision of habitats for native plants and animals and control of pest plants and animals.

- Plan for the provision of water supply, sewerage and drainage services that efficiently and effectively meet State and community needs and protect the environment.
- Ensure that the State's agricultural base is protected from the unplanned loss of productive agricultural land due to permanent changes of land use.
- Facilitate the location of health-related facilities (including acute health, aged care, disability services and community care facilities) with consideration given to demographic trends, the existing and future demand requirements and the integration of services into communities.

### 3.2 Regional Policy and Strategy

- The Colac Otway Rural Living Strategy (RLS), draft 2010
- Corangamite Regional Catchment Strategy (RCS) 2003-2008
- Great Ocean Road Region Landscape Assessment Study (GORRLAS) 2004
- G21 Regional Land Use Plan
- Colac Otway Heritage Study (2005)

The key directions to emerge from the listed policies and strategies can be summarised as follows.

#### *The Colac Otway Rural Living Strategy (RLS), draft 2010*

- The purpose of this Strategy is to provide a land use framework to guide current and future rural settlements and rural living within the Shire. Recognising physical and environmental constraints, community aspirations, government policy directions and key issues of land use planning, the Strategy will identify areas appropriate for rezoning to rural living throughout the Shire.

#### *Corangamite Regional Catchment Strategy (RCS) 2003-2008*

- The Regional Catchment Strategy (RCS) for 2003-2008 provides long-term direction for managing the future of land, water resources, biodiversity and seascape of the Region, and the foundation for investment decisions to ensure improved natural resource outcomes.

*Great Ocean Road Region Landscape  
Assessment Study (GORRLAS) 2004*

- The Strategy focuses on the sustainable development of the Great Ocean Road region through balanced and managed growth of selected towns along the coast and inland.

*G21 Regional Land Use Plan*

- The G21 Geelong Region Plan is a sustainability plan for the region that looks toward 2050. It identifies and addresses the challenges the region will face in the areas of environment, settlement, land use, community strength and economy as well as the need for change in the way we make things happen.

*Colac Otway Heritage Study (2005)*

- The Heritage Study contains a series of recommendations relating to the places identified as cultural heritage importance or significance within the Colac Otway Shire.

Concurrent with the Structure Planning process, CPG Australia are preparing the Colac Otway Shire Rural Living Strategy (RLS) for Council. The RLS has considered the appropriateness of settlement and growth across the whole Shire in the context of servicing, water catchments, wildfire risk and expected demand for growth.

The draft RLS designates Forrest as a highly constrained town with deferred growth potential.

Further summaries of these documents can be found within Addendum 1.

### 3.3 Local Policy and Strategy

- Local Planning Policy Framework
- Colac Otway Shire Rural Land Strategy (2007)
- Forrest Township Masterplan - review (March 2007)
- Issues Paper: Wastewater Management Forrest (2005)
- Feasibility Study into Increased Economic Activity in Forrest (May 2005)
- Tourism Plan for the Public Land in the Otways Hinterland (2005)

The key directions to emerge from the listed policies and strategies can be summarised as follows:

*Colac Otway Shire Rural Land Strategy (2007)*

- Landslides are a significant hazard in the southern end of the Shire associated with steep slopes and high rainfall;
- There is increasing demand for rural lifestyle opportunities
- The potential for Rural Living zoned land in Forrest should be further investigated. If the Rural Living zone was to be pursued, it is recommended a minimum lot size, in accordance with the existing settlement pattern, be pursued.

*Forrest Township Masterplan - review (March 2007)*

- A number of development priorities for Forrest were identified based on feedback from community consultation including, updated BBQ facilities and car parking at the Forrest tennis courts and nearby playground, external facilities at the Forrest Public Hall, improved drainage throughout the town, enhancement of Grant Street, continued expansion of walking track network, development of Grant Street, upgrading of Forrest recreation reserve, improvements to Forrest cemetery, development of an open air saw milling museum and indigenous vegetation planting.
- To date the following works have been completed, upgrade to the community hall, development of the history trail, location of a visitor information board and barbecue facilities.

*Issues Paper: Wastewater Management Forrest (2005)*

- Generally, Forrest is located on a ridge, resulting in the township draining to the east and west of Grant Street, towards the West Branch of the Barwon River.
- Groundwater is sufficiently deep at all locations to be of little concern during construction of traditional or alternative sewerage works
- Most properties are utilised as permanent dwellings, however there is currently a trend which is seeing some properties being purchased for rental or holiday use
- At present, the costs associated with the installation of a reticulated sewer system are not considered feasible

*Feasibility Study into Increased Economic Activity in Forrest (May 2005)*

- This study focuses on a small number of initiatives that have been identified to provide the foundation for a new economic future for Forrest. The initiatives comprise a mix of public sector and private sector funded projects and initiatives within the themes of (1) Accommodation, (2) Infrastructure, (3) Activities and (4) Links to the Otway Ranges National Park and Otway Ranges Forrest.

*Tourism Plan for the Public Land in the Otways Hinterland (2005)*

- Consolidate the delivery and positioning of tourism experiences that reflect the region's key points of difference and the needs of its target market
- Attract more of the target market from the Great Ocean Road into the Hinterland, and stimulate them into staying longer and spending more
- Minimise duplicating experiences, and thus focus limited resources on initiatives that provide the best return on investment.

**3.3.1 Local Planning Policy Framework including the Municipal Strategic Statement**

The Municipal Strategic Statement (MSS) is a statement of the key strategic planning, land use and development objectives for the municipality, and the strategies and actions for achieving the objectives of the municipality and the objectives of planning in Victoria. Local planning policies are the tools used to implement the objectives and strategies of the MSS.

A range of local planning policies and MSS objectives are applicable to the project, with varying degrees of relevance:

- Clause 21.02 Vision
- Clause 21.03 Settlement
- Clause 21.04 Environment
- Clause 21.05 Economic Development
- Clause 21.06 General Implementation
- Clause 22.01 Heritage Places and Areas

The key directions to emerge from the listed Clauses can be summarised as follows:

- Facilitate the development of the various settlements in the Shire in accordance with the needs of each local community (Clause 21.03-1).
- Improve the viability of small townships within the Shire by acknowledging future planning needs to anticipate and respond to the needs of existing and future communities through provision of zoned and serviced land for housing, employment, recreation and open space, community facilities and related infrastructure (Clause 21.03-8).
- Provide opportunities for rural residential style development in appropriate locations that do not negatively impact on the ability to farm (Clause 21.03-9).
- Ensure the municipalities natural resources are managed in a sustainable manner (Clause 21.04-1)
- Protect and enhance water catchments, water quality and water yield (Clause 21.04-2)
- Ensure native vegetation and other significant stands of vegetation are maintained and protected across the municipality (Clause 21.04-3)
- Salinity is a significant threat to the municipality and land management practices that protect soil resources from degradation should be promoted (Clause 21.04-4).
- To identify areas susceptible to landslip and ensure development proposals do not increase the possibility of landslip on the land and adjacent land (Clause 21.04-5).
- The Shire contains various landscapes which have been recognised as being important to protect for their environmental, cultural, social and economic significance. The landscape character types within the Shire, as identified in the Great Ocean Road Region Landscape Assessment Study (GORRLAS) should be protected (Clause 21.04-8).
- Maintain the viability of agricultural land within the municipality for agricultural uses (Clause 21.05-1).
- To ensure timber plantations are located in areas best suited in terms of environmental, social, economic and land capability impacts whilst having regard to adjacent land uses (21.05-2).
- To encourage growth and investment in tourism related purposes linked to the local communities across the municipality (Clause 21.05-4).
- Recognition and protection of heritage places and areas is a crucial component of planning within Colac Otway (Clause 22.01).



### 3.4 Existing Zones and Overlays

Day to day land use and development decisions are made based on planning controls, which are intended to reflect the directions of strategic planning. The primary planning control is the zone applied to a site. The relevant zones to the Birregurra Structure Plan are described below.

| Zone          | Purpose                                                                                                                                                                                                   | Comments                                                                                                                                                                                                                                                                                                                                                                                           |
|---------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Township Zone | <p>To provide for residential development and a range of commercial, industrial and other uses in small towns.</p> <p>To encourage residential development that respects the neighbourhood character.</p> | <p>– The Township Zone provides for a variety of uses applicable to small towns primarily residential but also including arrange of commercial, industrial and other uses.</p> <p>– A permit is required to subdivide land. There is no minimum lot size. Each lot must be provided with reticulated sewerage, if available. If not available there are specific conditions which must be met.</p> |

|                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|-----------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Farming Zone</b></p>                          | <p>To provide for the use of land for agriculture.</p> <p>To encourage the retention of productive agricultural land.</p> <p>To ensure that non-agricultural uses, particularly dwellings, do not adversely affect the use of land for agriculture.</p> <p>To encourage use and development of land based on comprehensive and sustainable land management practices and infrastructure provision.</p> <p>To protect and enhance natural resources and the biodiversity of the area.</p> | <p>– The Farming Zone is primarily concerned with keeping land in agricultural production and avoiding land uses that could limit future farming or constrain agricultural activities. In this zone:</p> <ul style="list-style-type: none"> <li>- Farming is the dominant land use and all other land uses are subordinate to farming.</li> <li>- Farming uses are encouraged to establish and expand with as little restriction as possible, subject to proper safeguards for the environment.</li> <li>- Non-farm dwellings and land uses not related to farming are discouraged, to reduce their impact on decision making by farmers to make land purchases for farm investment.</li> <li>- Farm-related tourism and retailing uses may be considered.</li> <li>- Uses that could lead to the loss or fragmentation of productive agricultural land, or which could be adversely affected by farming activities, are prohibited.</li> <li>- Land subdivision that could take farmland out of production or limit future farming productivity is discouraged.</li> </ul> <p>– A permit is required to subdivide land. In Colac Otway Shire the minimum lot size for land south of the Princess Highway is 40 hectares and for land north of the Princess Highway it is 80 hectares.</p> |
| <p><b>Public Conservation and Resource Zone</b></p> | <p>To protect and conserve the natural environment and natural processes for their historic, scientific, landscape, habitat or cultural values.</p> <p>To provide facilities which assist in public education and interpretation of the natural environment with minimal degradation of the natural environment or natural processes.</p> <p>To provide for appropriate resource based uses.</p>                                                                                         | <p>– The Public Conservation and Resource Zone is intended to set out appropriate statutory requirements which may apply to the use and development of the land in addition to the relevant land management legislation.</p> <p>– A permit is required to subdivide land.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |

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| Overlay                                         | Purpose                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Comments                                                                                                                                                                                                                                                                                                                                          |
|-------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Clause 43.01 – Heritage</b></p>           | <p>To conserve and enhance heritage places of natural or cultural significance.</p> <p>To conserve and enhance those elements which contribute to the significance of heritage places.</p> <p>To ensure that development does not adversely affect the significance of heritage places.</p> <p>To conserve specifically identified heritage places by allowing a use that would otherwise be prohibited if this will demonstrably assist with the conservation of the significance of the heritage place.</p> | <ul style="list-style-type: none"> <li>– The requirements of this overlay apply to heritage places specified in the schedule to this overlay.</li> <li>– A heritage place includes both the listed heritage item and its associated land. There two Heritage Overlays</li> </ul>                                                                  |
| <p><b>Clause 44.01 – Erosion Management</b></p> | <p>To protect areas prone to erosion, landslip or other land degradation processes, by minimising land disturbance and inappropriate development</p>                                                                                                                                                                                                                                                                                                                                                          | <ul style="list-style-type: none"> <li>– An application must be accompanied by a Land Stability Assessment Report prepared by a professionally qualified consultant unless otherwise demonstrated by a professionally qualified consultant to the satisfaction of the responsible authority that the site is of low risk of landslide.</li> </ul> |

|                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|---------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Clause 44.04 – Land Subject to Inundation</b></p> | <p>To identify land in a flood storage or flood fringe area affected by the 1 in 100 year flood or any other area determined by the floodplain management authority.</p> <p>To ensure that development maintains the free passage and temporary storage of floodwaters, minimises flood damage, is compatible with the flood hazard and local drainage conditions and will not cause any significant rise in flood level or flow velocity.</p> <p>To reflect any declaration under Division 4 of Part 10 of the Water Act, 1989 where a declaration has been made.</p> <p>To protect water quality in accordance with the provisions of relevant State Environment Protection Policies, particularly in accordance with Clauses 33 and 35 of the State Environment Protection Policy (Waters of Victoria).</p> <p>To ensure that development maintains or improves river and wetland health, waterway protection and flood plain health.</p> | <ul style="list-style-type: none"> <li>– Planning approval is generally required for all buildings and works and to subdivide land.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <p><b>Clause 44.06 – Wildfire Management</b></p>        | <p>To identify areas where the intensity of wildfire is significant and likely to pose a threat to life and property.</p> <p>To ensure that development which is likely to increase the number of people in the overlay area:</p> <ul style="list-style-type: none"> <li>– Satisfies the specified fire protection objectives.</li> <li>– Does not significantly increase the threat to life and surrounding property from wildfire.</li> </ul> <p>To detail the minimum fire protection outcomes that will assist to protect life and property from the threat of wildfire.</p>                                                                                                                                                                                                                                                                                                                                                             | <ul style="list-style-type: none"> <li>– An application to construct a building or construct or carry out works must be accompanied by a statement which demonstrates that all fire protection requirements for water supply, access, buildings and works, vegetation and any other relevant matter have been considered and incorporated.</li> <li>– An application for subdivision must be accompanied by a statement which demonstrates that all fire protection requirements for protective features, access, water supply, public open space and vegetation have been considered and incorporated.</li> </ul> |

Figure 3 and Figure 4 provide an overview of the Planning Zoning and Overlays as currently exist in Forrest.

Figure 3> Zoning map

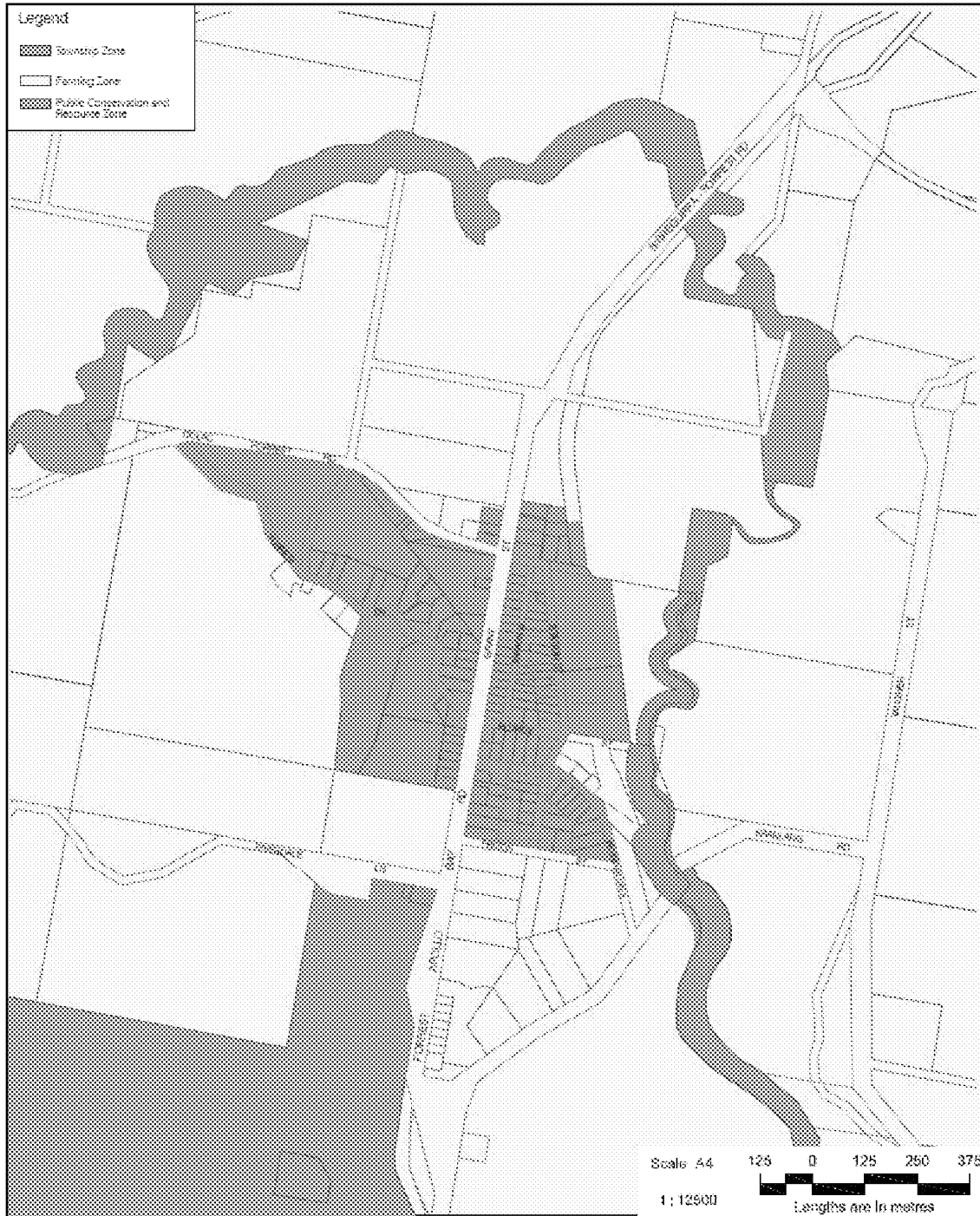
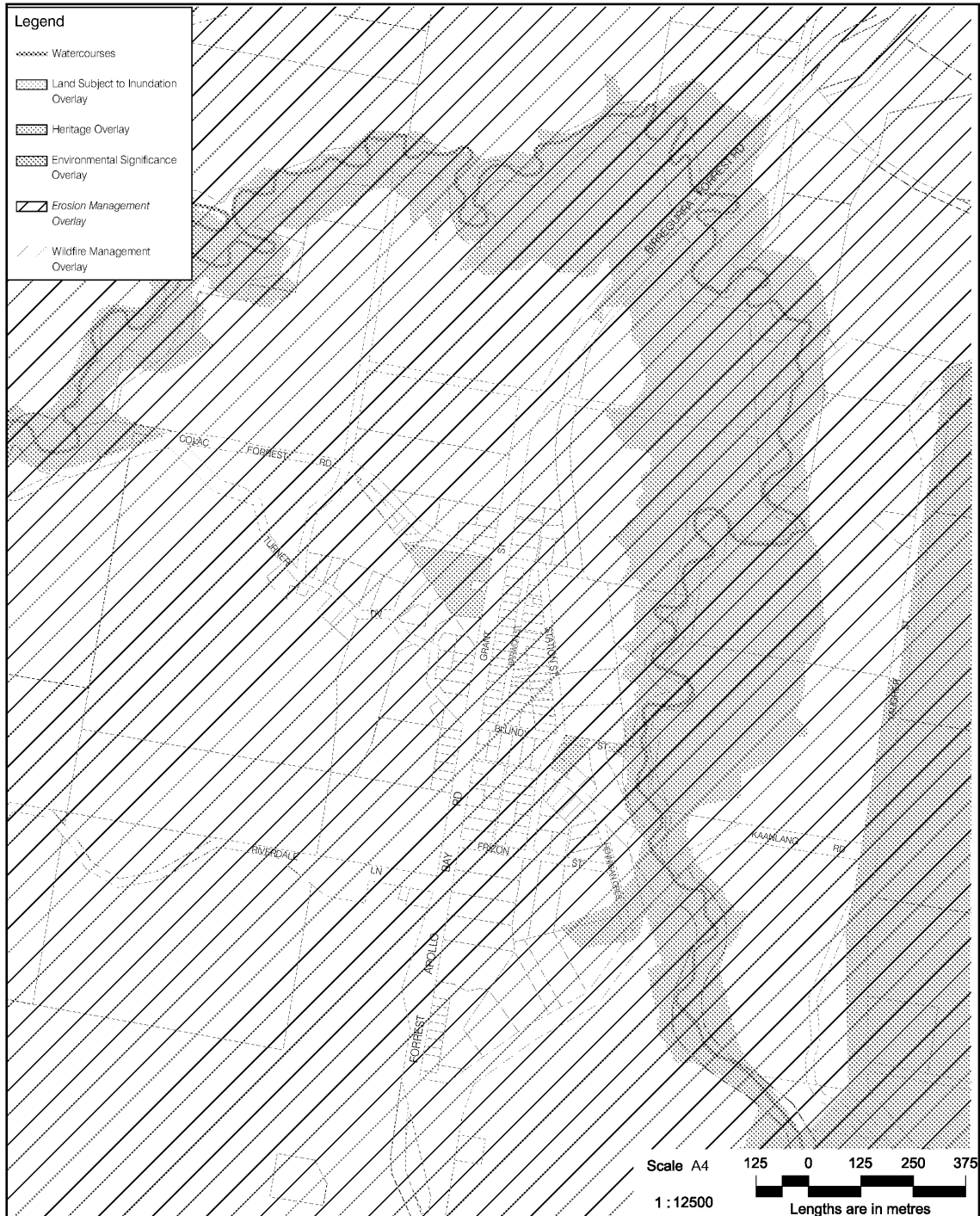


Figure 4> Overlays Map



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## 4 Demographic Profile

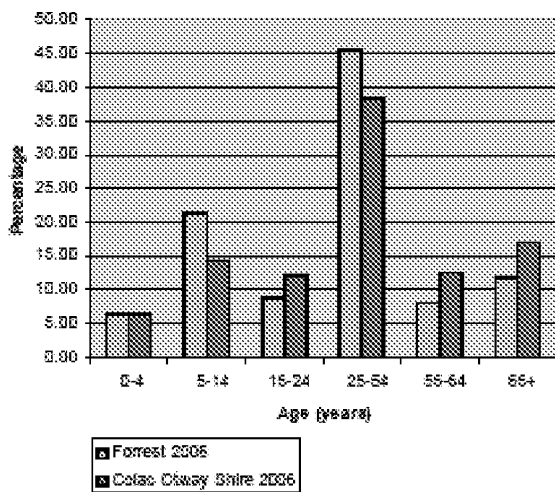
The following provides a summary of the key demographics for Forrest based 2006 Census data.

### 4.1 Age Profile

At the time of the 2006 Census, the population of Forrest totalled 170, which equated to 0.84% of the Shire's overall population. A total of 42 families resided within Forrest, 29 with children and 13 without.

The age profile of Forrest is mixed with approximately 27.5% of the population being children aged between 0-14 years, and 20% of the population aged 55 years and over. The majority (45.3%) of the population is between the age group of 25-54 years, giving a median age of 41 years, similar to that of the wider municipality. This indicates that the majority of the town currently consists of individuals of working age.

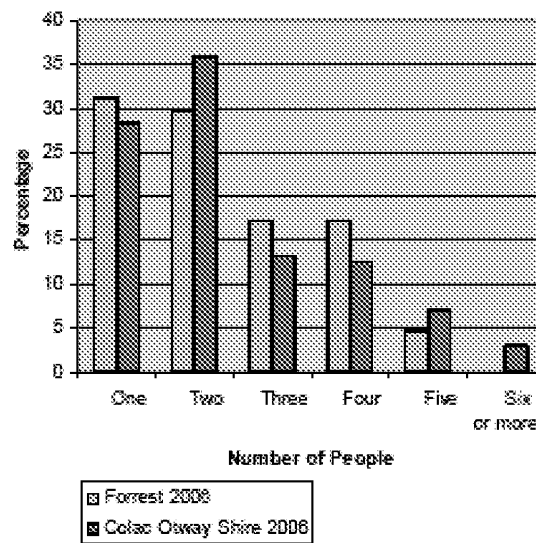
Figure 5> Age Structure



### 4.2 Household Structure

Household size in Forrest is generally small, with a high proportion of lone person households evident. Of note, a smaller proportion of houses in Forrest contain couples (30%) in comparison with the larger municipality (35.8%). This profile indicates that the majority of Forrest's population consists of families and single person dwellings, reflective of the timber industry in the past.

Figure 6> Household Size



### 4.3 Household Type

At the time of the 2006 Census, 100 private dwellings were recorded within Forrest, with 67% occupancy, compared to 74% occupancy for the wider municipality. All of the private dwellings counted in Forrest were separate houses. It does not appear that demand for alternative housing types is high in Forrest in comparison with the wider Shire.

### 4.4 Household Ownership

Approximately 35.8% of the homes in Forrest were fully owned at the time of the 2006 Census, with another 37.3% in the process of being purchased (including the purchased under rent/buy scheme). This is in line with the wider municipality, at 42.9% and 29.9% respectively,

### 4.5 Employment Profile

In 2006 42% of the residents of Forrest were employed full-time, 39.5% were employed part-time, 9.9% were employed but did not state their hours worked. Forrest had a relatively high unemployment rate (almost double at 8.6%) compared to the overall Shire (4.6%)<sup>1</sup>. This is reflected in the median household income, with \$638 for Forrest and \$777 (22% difference) for the wider municipality. Potentially this is indicative of the closure of the timber industry at the time.

Reflective of the type of job market in the Colac Otway region, the most common occupations were Labourers, Professionals, Technicians and Trades Workers, Managers, and Community and Personal Service Workers.

Figure 7> Household Income Profile

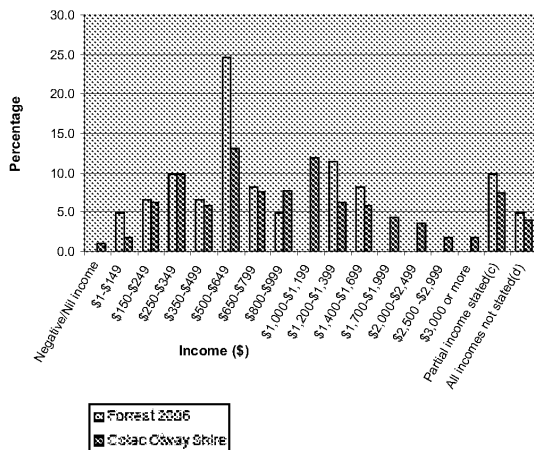
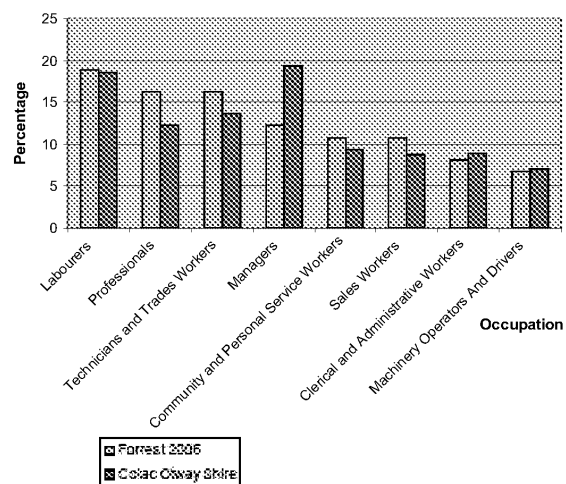


Figure 8> Employment Profile



<sup>1</sup>2006 Census Quickstats: Forrest (State Suburb); 2006 Census Quickstats: Colac-Otway (S) (Local Government)



## 5 Housing

Housing in Forrest is generally located in and around the core town area, with a historical focus along Grant Street and Station Street. Housing is generally constrained by vegetation, drainage and topography. Housing density in Forrest is generally low, with larger lots accommodating established homes. Pressure for development on land outside the zoned area is currently being experienced however must be considered in light of the recommendations of the draft RLS and subject to the findings of the Royal Commission.

### 5.1 Land Supply Scenario

Currently, there are approximately 142 lots within the Township Zone, with a total Township Zone area of 43ha. Given the broad range of uses permissible in the Township Zone, this lot calculation includes lots with dwellings as well as commercial, education and civic uses.

**Since 2003, a total of 16 permits have been granted** for new dwellings in Forrest, with an average of 2.3 permits a year. Building permit approvals since 2003 are summarised in Table 1 below.

**Table 1 >** Building permit approvals (2003-2009)

|                             | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | TOTAL |
|-----------------------------|------|------|------|------|------|------|------|-------|
| <b>Dwelling Alterations</b> | 0    | 1    | 2    | 0    | 0    | 0    | 0    | 3     |
| <b>Dwelling Extensions</b>  | 4    | 2    | 0    | 0    | 4    | 0    | 0    | 10    |
| <b>New Dwelling</b>         | 5    | 3    | 1    | 1    | 0    | 3    | 3    | 16    |

In 2006, a rezoning request to rezone land at 2345 Birregurra – Forrest Road and 2324 Birregurra – Forrest Road from Rural Zone to Township Zone was submitted to Council. The rezoning would have allowed for the subdivision of land to create an 8 lot and 22 lot subdivision (a total of 30 additional residential lots). It should be noted this rezoning request did not proceed at that time as it pre-empted the strategic work to be completed for the Structure Plan.

Anecdotally, a number of informal queries pertaining to rezoning of land to Township have also been directed to Council over the last few years.

## 6 Town Structure

Historically, Forrest's town centre was focused around Station Street, with township development influenced by the regional railway system (closing in 1957) and the location of the town's sawmilling operations.

The town centre of Forrest is focussed around Grant Street. Grant Street contains a primary school, public hall and a few small shops. The school also doubles as a child and maternal health outreach facility, providing key services to the locals. These important community services are being provided at a level that reflects the current needs of the Forrest community, the service provision is based on population demographic thresholds. Given the relatively small size of the local population it is expected services are likely to continue at their current level.

Grant Street is also characterised by some small-scale short-stay accommodation, including Forrest Country Guest House, Ti Tree Cottages and 'the Church.' Given the increasing profile of Forrest for nature based tourism and recreation, it is expected that there will be increasing demand for a broader range of accommodation types in the future.

The police station is located off the main street on Station Street which historically acted as the main street of town, and was the focus for the timber industry.

Residential development away from Grant Street is predominantly characterised by older style, weatherboard dwellings, with large setbacks

and significant vegetation. Forrest Caravan Park is also located on Station Street, providing a series of cabins and caravan sites for visitors.

Aesthetically, a key feature characterising Forrest is its large vegetated and grassed setbacks. As identified in the Master Plan<sup>2</sup>, the retention and enhancement (through indigenous planting, a split timber post & rail fence (for pedestrian safety) and lighting of intersections) of the uncluttered width of Grant Street is important to the residents of the town.

There are some opportunities present in town to potentially consolidate services for the growing local and tourist market; however this needs to be at a scale which is appropriate for this sensitive environment. To date the lack of services has largely informed the settlement pattern and lot size, yet is also potentially impacting on small-scale tourist development opportunities. A reticulated sewer system is not likely in the foreseeable future for Forrest; as such a key concern is how tourism ventures can cope with servicing issues within this sensitive environment whilst still maintaining a viable business.

<sup>2</sup> Forrest Master Plan, 2007

## 6.1 Commercial / Industrial Structure

The commercial and industrial structure of Forrest currently consists of:

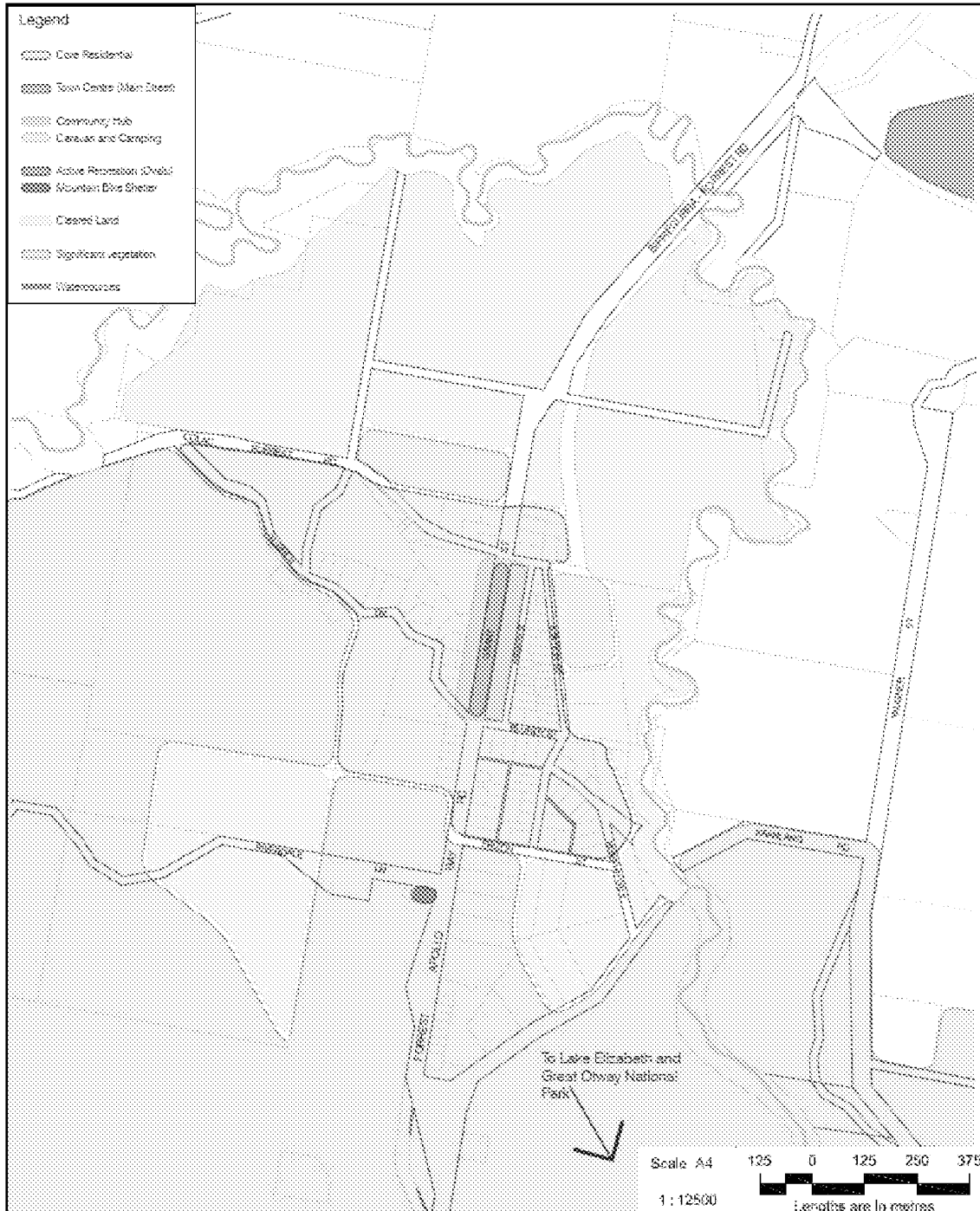
- General Store which serves an important local role for townspeople. Opportunities to broaden the scope or offer to meet needs of tourists could be explored (anecdotal evidence suggests that this store has potential to utilise tourist opportunities to a greater extent than present).
- A small microbrewery has recently been permitted on Grant Street, providing another reason for tourists to stop and spend some time in the town.
- A range of small-scale accommodation types exist along Grant Street as follows:
  - Forrest Country Guest House, 13 Grant Street.
  - 'The Church' Grant Street.
  - Forrest Caravan Park, 8 Station Street.
  - Forrest Bed & Breakfast, 59 Grant Street.
  - Ti Tree Cottages, 5 Grant Street.
  - Otway Forrest Retreat, 6 Station Street.
- Forrest Hotel / Pub. Serves bistro style meals using local produce, fresh coffee and home made desserts with daily specials in the bar and bistro lounge.
- Landscaping / equipment hire

Yet, despite these small commercial and industrial activities, Forrest is limited by the lack of banking facilities, secondary school, petrol station (the closest available fuel is 7km away in Barwon Downs) and limited cell phone coverage. Supermarkets are located in Winchelsea, Colac and Apollo Bay, although the general store does stock some limited grocery items.

In terms of commercial opportunities, given the success of the microbrewery there are opportunities within Forrest and the local area for like developments to establish. This may lead to another tourist focus for the Forrest.

Overall commercial and industrial infrastructure will be scaled to reflect the population and needs of the town and tourist population.

Figure 9> Town Structure



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## 6.2 Community Infrastructure

A number of key facilities are available in Forrest for the use of its residents. Key community infrastructure includes:

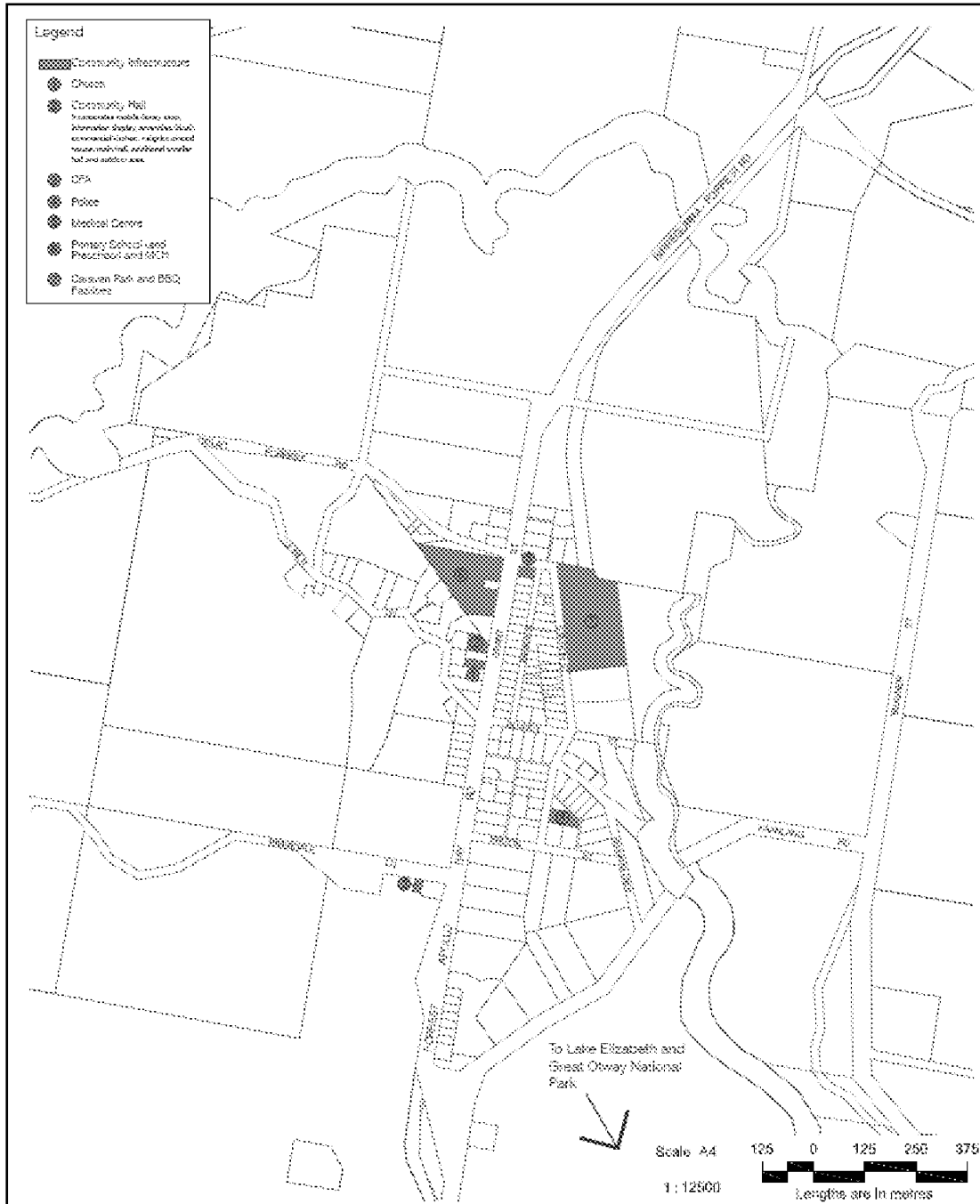
- Primary school (current enrolment of 35, employing 2 FT teachers), with synergies with the visiting Maternal Child Health (MCH) of concern to the community is the falling number of young children residing in the town. As repeatedly expressed during consultation, more young children are needed in order to keep the school open.
- Visiting MCH (based at the primary school)
- Pre-school
- Community house, including community information area, upgraded amenities, commercial kitchen, stage and large hall and synergies with the mobile library
- Medical centre, hosting a visiting GP approximately 2 days per week
- Police Station (non-24 hours)
- CFA
- Department of Sustainability and Environment (DSE) base

The above list provides for a whole range of community and social services which are important for a well functioning town. We recognise that there may be a desire for more medical and health services to be provided more frequently, however the service provision is based on population demographic thresholds. Given the relatively small size of the local population it is expected services are likely to continue at their current level.

There is a concern in regards to the provision of education facilities in that a non sustained population could result in a current review of the schooling arrangements.

The community house/hall is a fantastic facility that services the community. This facility houses a variety of events that are an asset to the local community. The facility has been recently upgraded to include a commercial kitchen providing for the ongoing needs of a variety of groups within Forrest.

Figure 10> Community Services and Uses



## 7 Access & Movement

Forrest is primarily accessed by the Colac-Apollo Bay Road, or by the Forrest-Colac Road. The majority of community access and movement focuses around Grant Street.

Forrest contains both sealed and unsealed surfaces. It is noted that a number of roads within the township are not completely formed when compared to planning maps.

In terms of pedestrian movement, a footpath extends north from Riverdale Lane along the western side of Apollo Bay Road / Grant Street to Colac Forrest Road. As this footpath runs the full extent of town, and given the low speed and frequency of traffic, it is considered that the pedestrian linkages are currently sufficient.

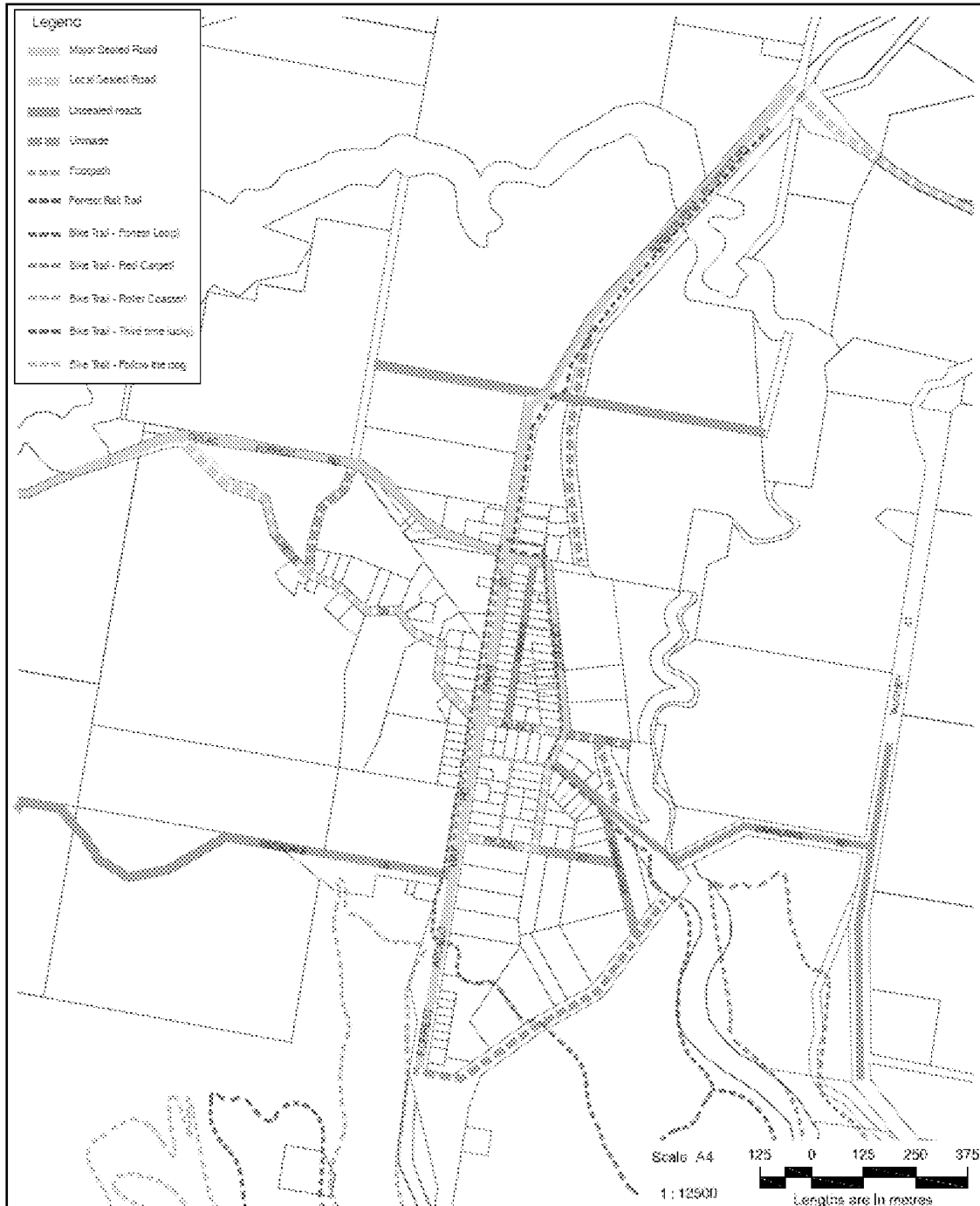
The Birregurra to Forrest Rail Trail (the Tiger trail) is a multi purpose mountain bike, pedestrian and horse riding trail which is currently in the process of being constructed. In May 2009 funding from State Government aided the delivery of the initial 1.8km of Trail from Forrest to the Forrest recreation conserve. This track connects the town to the mountain bike facilities in the north.

Like many country towns, Forrest is a car based town due to the settlement patterns that have evolved over time. In terms of public transport, access is restricted to the three bus services a day.

The following key issues were identified via desktop assessment by CPG Australia are as follows:

- The design and appearance of the road network throughout the town will be instrumental in making Forrest a safer, more attractive, cohesive and sustainable community.
- Social and community infrastructure including public transport services will need to be integrated into the township and adjoining communities to meet current and future population needs, particularly the needs of the young and the elderly. The extent of the walking / cycling and public transit facilities will influence the status of well being and health of the community.
- The ongoing management of roads that provide principal access to the Town Centre is to include the establishment of an appropriate functional status (according to the road hierarchy), adherence to scheduled upgrades, provide appropriate levels of parking and provide safe access and connectivity to the wider network.
- Opportunities exist to improve pedestrian and bicycle linkages throughout the township of Forrest and within the existing open spaces.
- Future residential development opportunities in Forrest will most likely be focussed on infill residential development of the township zone. The existing traffic volumes on local roads within the township are relatively low (<300vpd) and are unlikely to increase by more than 1% per annum for the foreseeable future. The traffic volumes on the arterial roads (Forrest-Apollo Bay Road and the Colac Forrest Road) are also relatively low and do not exceed 1000vpd.
- The posted speed limit of the Forrest township is 60km/h and the 100 – 60 transition is adequately placed on all arterial road approaches to the town. As traffic volumes increase on the main road (particularly in the summer months) it may be prudent to reduce the posted speed limit through the township to 50km/h to improve overall safety.
- There are a significant number of large and articulated vehicles that require access to the local road network of Forrest due to commercial activity based on the foresting industry. All development opportunities are to consider the movement and spatial requirements for the appropriate large vehicles including fire and emergency services.

Figure 11> Access and Movement





## 8 Open Space and Recreation

Forrest is fortunate to be proximate to the Great Otway National Park, which the local and visiting community can readily access for a variety of recreational pursuits. Within the Township itself, the BBQ facilities, tennis courts and outdoor space at the community house and wide street verges provide further areas of open space for both passive and active recreation.

Forrest township is also served by a number of leisure and recreational pursuits, including:

- Recently upgraded Tennis Courts & BBQ facilities next to the Caravan Park
- Football ground is north east of the town accessed via the recent rail trail extension.
- Community House and associated amenities are located on Grant Street, and host a variety of community groups and events including regular exercise and art classes.
- Mountain bike trails (16 in total)
- Lake Elizabeth, located within the Great Otway National Park. Lake Elizabeth is considered of National Significance as an example of a newly formed landslide blocked lake. Nestled in a remote location approximately 25 minutes drive from Forrest, Lake Elizabeth is a beautiful place highly popular with locals and visitors alike for platypus sitting.

The following community groups are active within Forrest:

- Forrest Cricket Club
- Forrest Football Netball Club (as described above, these facilities sit outside the core part of town)
- Forrest Horse Riding Club
- Forrest Mountain Bike & Cycling Club (approximate membership of 80)
- Friends of Otway National Park
- Forrest Progress Association
- Forrest Tennis Club
- Forrest Business Group

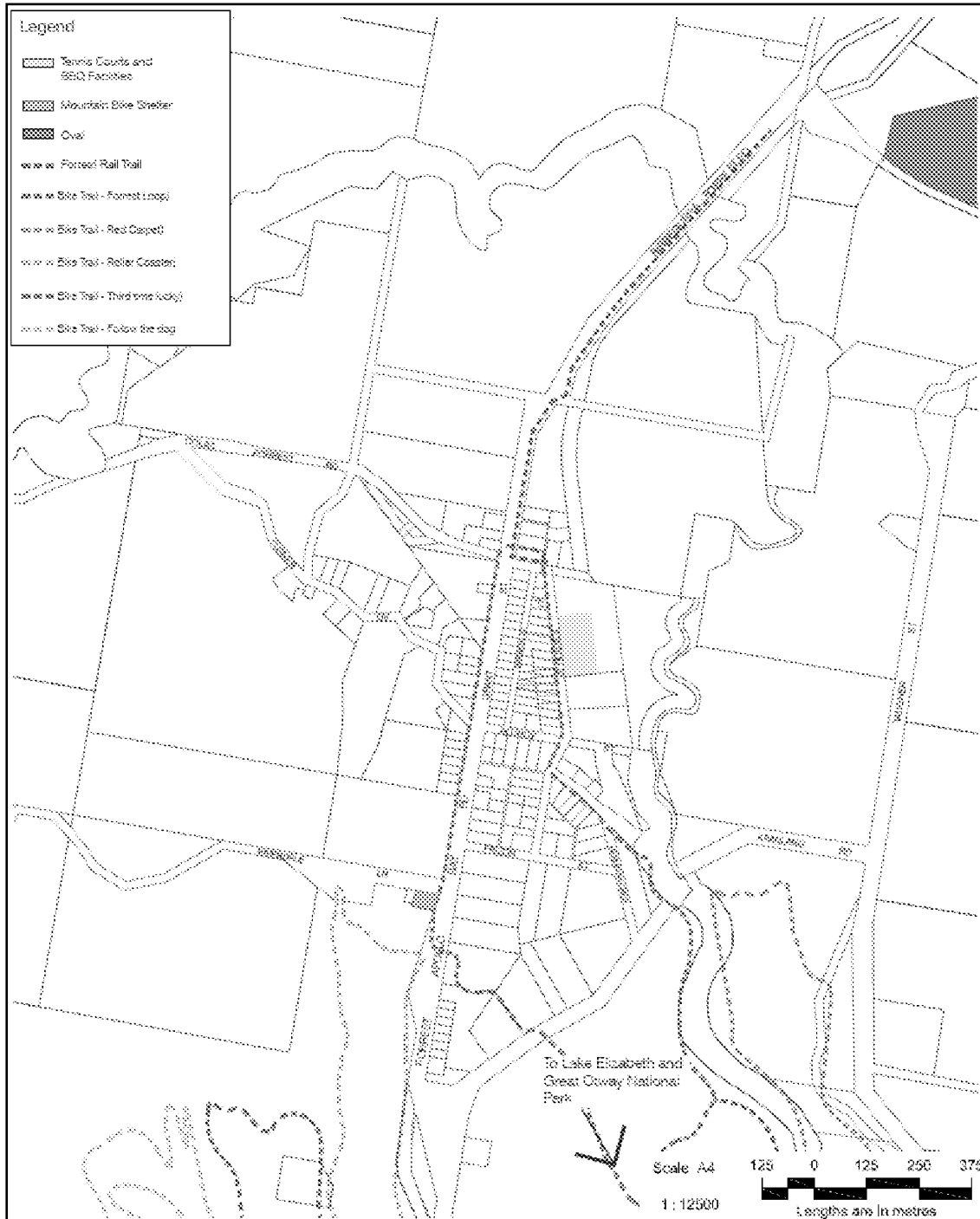
These sporting clubs thrive from membership from the local community and surrounds. Clubs such as the football and cricket will most likely rely on securing players from outside of the local area to assure the viability and success of their respective clubs.

Each year, Forrest hosts 2 major mountain biking events:

- Otway Odyssey – Starting from Apollo Bay this race takes riders on an extreme 100km mountain bike journey through a range of wild landscapes to finish in the iconic mountain biking township of Forrest.
- Kona 24 Hour Race – a massive relay where solo riders or teams compete as many laps as possible during the 24 hours. There are three courses covered during this time, all within the beautiful surrounds of Forrest in the Otway Ranges.

The potential of the Kona 24 hour race and the Otway Odyssey is significant for the future accommodation and spending within town.

Figure 12> Open Space and Recreation



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## 9 Natural Environment

As the name suggest, Forrest is nestled in the hinterland of the Great Otway National Park and forests. It is a stunning natural beauty that is an attractor in its own right. The town has evolved slowly over time within a gentle footprint that generally has not compromised the qualities of the environment. The need to retain and protect this into the future, while balanced against pressure for natural growth, is one of the most significant influences on the Structure Plan.

The Public Conservation and Resource Zone (PCRZ) is applied to the length of the Barwon River West Branch downstream from the Reservoir dam to the North and West beyond the study area. The surround land is Farm zone (including all of the main roads through town) and the town is simply in Township zone.

There are four environmental overlays in place within the current planning scheme; the entire area is covered by the Erosion Management overlay and the Wildfire Management overlay, there is an Environmental Significance overlay to the East of Yaughar St and, land subject in Inundation along the River flood plain in a broader band than the PCRZ.

The 1in 100 year flood modelling is generally aligned with the Floodway overlay as it relates to the Barwon River West Branch, it also extends over the Barwon River East Branch.

### 9.1 Native Vegetation

As evident in Figure 2, large tracts of land within and surrounding Forrest are densely vegetated. As promoted through State and Local Planning Policy, where possible native vegetation is to be retained alongside any future development.

Native Vegetation is classed into Ecological Vegetation Classes (EVC), a range of which are present in Forrest, including the following:

- Endangered EVC 83 Swampy Riparian Woodland, occurring in two patches along the Barwon River West Branch;
- The vulnerable 18 Riparian Forest occurs on the Barwon River West Branch adjacent to the township starting at Hennigans Crescent extending southwards, upstream in two patches to the base of the Barwon West Reservoir dam. A second linear patch occurs on the Barwon River East Branch North of Kents Road.
- The depleted 16 Lowland Forest occurs in numerous patches in and around the township and on the perimeter of the cleared farm land to the North and East of the town.

A review of threatened fauna species database (DSE) indicates that there are 68 records of threatened fauna species present in the vicinity of the township. These records are represented in 1 minute latitude/longitude grid (1.85 km x 1.61 km). These records include; over 40 records of the Long-nosed Potoroo in multiple locations, 10 records of the Spotted Quoll in two locations to the East and South-West of town and 3 records of Grey Goshawk. There are single records of Mountain Galaxia (Fish) to the North-West, White-footed Dunnart and Southern Brown Bandicoot to the North East, Rufus Bristlebird, Otway Black Snail to the East of town, and Broad-toothed Rat South-West of town.

CPG undertook a brief desktop assessment of the native flora and fauna of the area. Key recommendations from this assessment were as follows:

- The presence of endangered Ecological Vegetation Class (EVC) 83 Swampy Riparian Woodland is an important local and regional asset which should be conserved. Council in conjunction with landholders and the Corangamite CMA should seek to conserve and enhance these areas. Part of this conservation should involve further investigation to ascertain the actual quality of the vegetation. A Habitat Hectare assessment would establish if the areas are of high or very high conservation significance.

- The presence of vulnerable 18 Riparian Forest on the River is an important local asset very close to town on its East boundary which should be conserved. This area is largely protected by the PCRZ and relevant regulations of DSE in regard to EVC's.
- The EVC extends beyond the PCRZ into the FZ land. If considered appropriate the VSO could be applied to the EVC area. This would limit development within the EVC area hence protecting this asset, however it would not effect the current operations of farming activities on this area.
- The presence of numerous records of many fauna species illustrates the value in retaining native vegetation in large tracts. Retention and enhancement of native vegetation should continue to be a part of the vision for Forrest.

## 9.2 Topography

On both sides of the Otway divide rugged topography has developed comprising ridges and spurs separated by deeply dissected steep valleys. The maximum elevation within the town is approximately 200 (AHD) and a variation of about 20 metres exists on either side of Grant Street with land sloping to the east.

Land to the south east and west of town experience significant slopes to the rear of their allotments.

The Forrest land system comprises of lower Cretaceous sandstone and mudstone. Forrest is sited on terraces which are overlooking alluvium plains to the east. Hills to the west of Forrest are of a Tad Dilwyn Formation<sup>3</sup>.

The south and east facing slopes of Forrest are liner and consist of an in-situ weathered rock with brown gradational soils covered by loam. The north and western facing slopes consist of in-situ weathered rock with brown duplex soils covered by loam. Soils within the West Branch of the Barwon River plain are alluvium and colluvium brown gradational soils with a weak structure covered by a silty loam. Permeability of the soil is moderate

## 9.3 Agriculture

Agriculture, particularly the dairy industry, is the primary industry sector in the Colac Otway Shire. Agricultural commodities take up approximately 158,000ha of land across the Shire.

The Rural Land Strategy (2007) identified the agricultural quality of land within the Colac Otway Shire (Figure 13) and in particular, Farmland of Strategic Significance. The latter was identified through applying the following criteria to land currently zoned Farming:

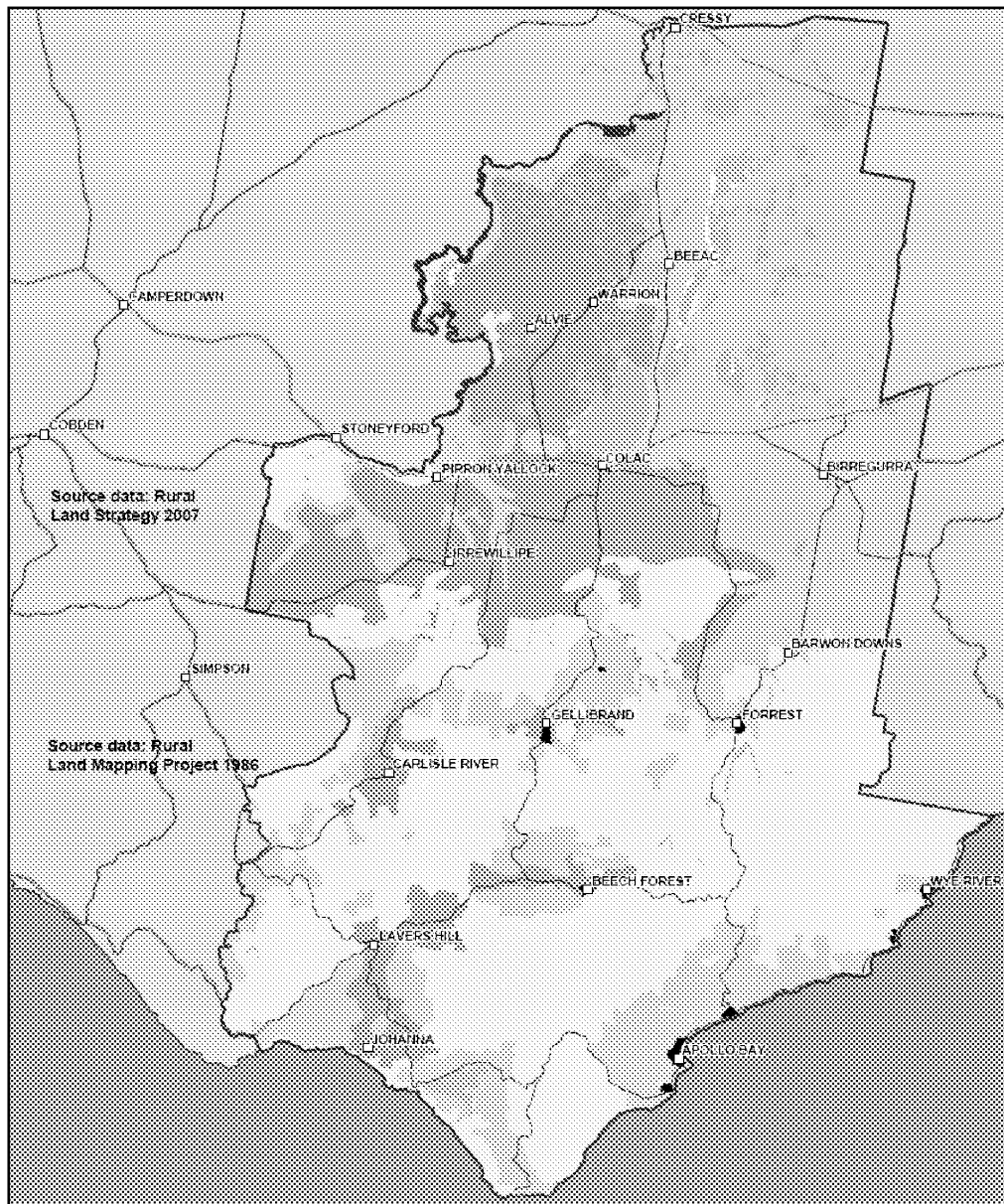
1. Areas of high quality agricultural land
2. Areas with a pattern of allotments and settlement conducive to agriculture; and
3. Economic contribution of an area to the Shire's economy.

The resulting areas were deemed 'Farmland of Strategic Significance' regionally due to the high value dairying and associated manufacturing which provides significance economic benefit to the region.

It is noted that the land surrounding Forrest is classed as having medium agricultural capability. However, it is not within the 'Farmland of Strategic Significance' and is consequently not considered of high regional significance. Any future rezoning of land surrounding Forrest must therefore be balanced against the need to protect agricultural land within the Shire.

<sup>3</sup>A Study of the land in the Catchments of the Otway Range and Adjacent Plains, 1981, Soil Conservation Authority, cited in the Forrest Wastewater Report

Figure 13> Agricultural Capability within Colac Otway Shire



#### 9.4 Erosion / Landslip Risk

Landslides are a significant land hazard in the Otway Shire and have been a regular event in the natural evolution of landscapes in the Corangamite Region. Over 1,400 landslides have been mapped in various studies within southwest Victoria<sup>4</sup>. All mapped landslides have occurred south of the western Victorian Volcanic Plain, where the geology, steeper terrain slopes and climate combine to provide the conditions required.

Since its introduction, it has become apparent that the current Environmental Management Overlay (EMO) is having the undesirable effect of triggering planning permit applications in areas where the risk of landslide is minimal or non-existent.

Council officers are currently reviewing the coverage of the Erosion Management Overlay to ensure that it aligns with landslide susceptibility modelling undertaken by the CCMA and the Department of Primary Industries. Once completed, the revised mapping will reduce the coverage of the EMO and ensure that the overlay is only applied to those areas known to be susceptible to landslides.

In addition to this, Council officers will be reviewing the content and format of the Schedule to the EMO to include additional planning permit exemptions for minor buildings and works. It is expected that a Planning Scheme Amendment will be prepared and publicly exhibited upon completion of the review.

The EMO currently extends across the entirety of Forrest and must be considered when directing future development within the Township, in particular the geotechnical stability of land on slopes.

#### 9.5 Flooding

The main township is primarily located on a ridge, allowing the Town to drain to the east and west of Grant Street, towards the West Branch of the Barwon River. The ridge separates two well-defined catchments.

The area generally experiences an annual rainfall of approximately 1000mm - with the lowest rainfall in January (45mm) and the highest in August (130mm). The mean annual number of raining days is approximately 180 days. The average monthly evaporation rate is 95mm. Rain is less than the potential evaporation from mid November through until March. Groundwater is moderately deep<sup>5</sup>.

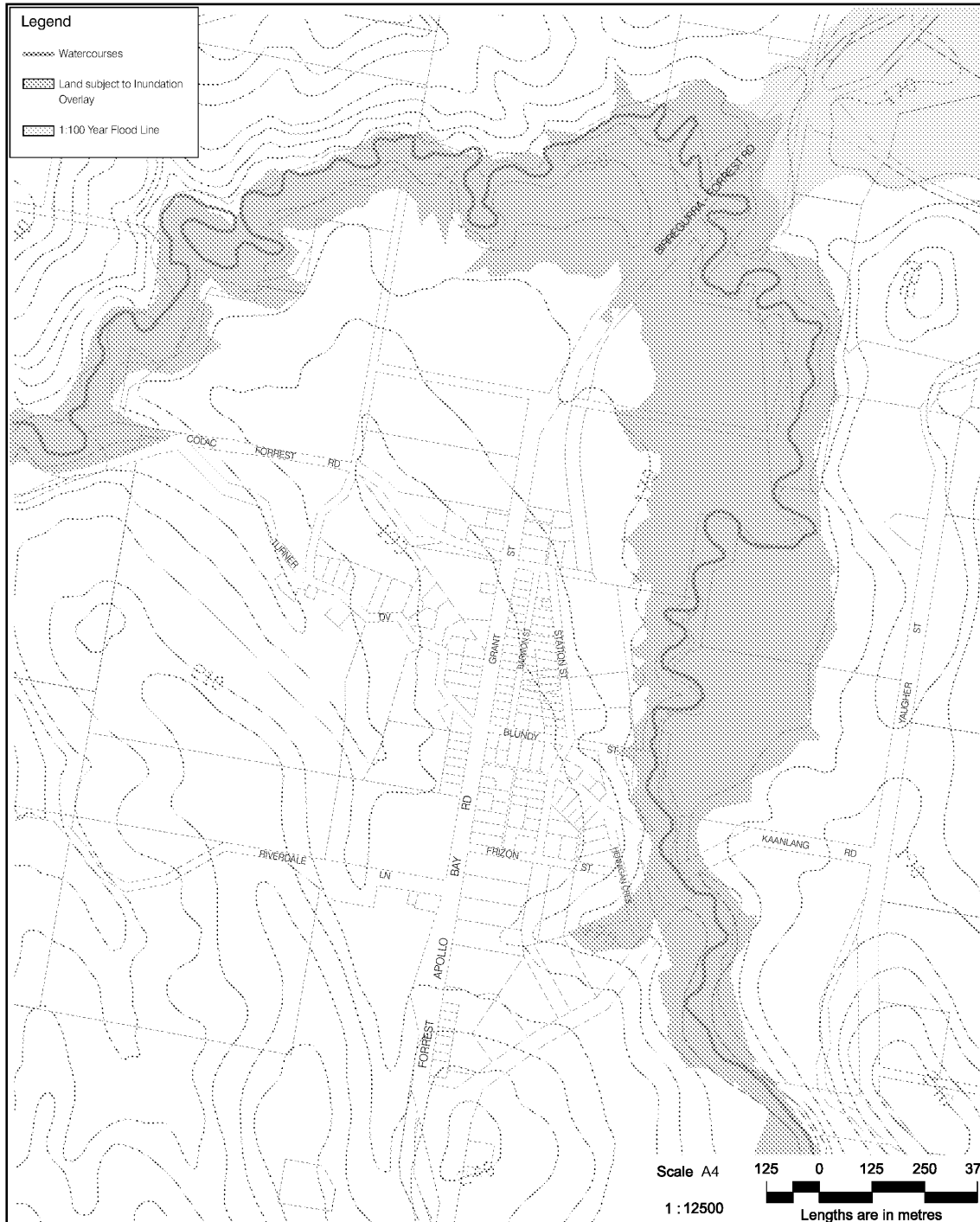
Some identification of areas subject to flooding and inundation is provided by the Land Subject to Inundation Overlay of the Planning Scheme. This has recently undergone review the review was completed in 2007 and utilises updated flood modelling undertaken by the Corangamite Catchment Management Authority. The Amendment includes variations to the existing Land Subject to Inundation Overlay as well as introducing a Floodway Overlay into the Colac Otway Planning Scheme. Exhibited in 2008, a Panel Hearing took place in November 2009 through which the Panel supported the Amendment in its entirety. Amendment C12 a Floodway Overlay Review has been adopted and is waiting approval from the Minister for Planning.

It is important the Forrest Structure Plan considers the potential impacts the new flood maps from Amendment C12 may have on future growth of the township. As such Figure 14 provides an overview of the mapping in relation to Forrest, as proposed by Amendment C12

<sup>4</sup>Victorian Resources Online, Rural Land Strategy 2007

<sup>5</sup>Wastewater options for Forrest Report, 1992

Figure 14> Drainage and Flooding



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## 9.6 Contamination

Identified in the Feasibility Study into Increased Economic Activity<sup>6</sup> as a site for potential development, the old sawmill site (5 Station Street - currently for sale) is understood to be potentially contaminated. As such, Ministerial Direction #1 is applicable.

Prior to identifying the site as a potential development opportunity within the Structure Plan, it is recommended the contamination of the site is further explored. Additionally, it is recommended that any future applicant is required to conduct an environmental audit to provide adequate information "on the potential for contamination to have adverse effects on the future land use", as specified in the *General Practice Note for Potentially Contaminated Land*<sup>7</sup>.

## 9.7 Fire Risk

The devastation and extensive impact of the 2009 Victorian bushfires has increased community awareness and concern for personal and property safety. The Victoria Bush Fire Royal Commission is tasked with providing specific recommendations to government regarding the lessons learnt from the disaster and the strategies and actions that need to be implemented to minimise future threat to communities.

The potential for a major fire sweeping through parts of the Colac Otway Shire and causing considerable loss of life and property is real. Of particular concern is the risk from wildfires to private assets in the vicinity of public forested land and the potential for escapes from fuel reduction burns. Nevertheless, one of the key lessons of the 2009 fires was that no area of rural Victoria should be discounted as 'not exposed to fire danger'. Policies need to have a broad scale of application.

Colac Otway Shire realises that reducing the risk of fire requires a community effort in partnership with Council and Fire Authorities. The Shire's fire prevention is managed in accordance with Council's Municipal Fire Prevention Plan and a Wildfire Management Overlay (WMO) applied to the entire town and a large number of areas through the Otways.

This crucial issue is highlighted throughout the Rural Living Strategy, being undertaken concurrently with the Birregurra and Forrest Structure Plans. Consequently there may be several settlements which will not be able to further grow due to extreme fire risk, fire risk is the main deterrent of future growth potential.

### 9.7.1 Victorian Bushfire Royal Commission

The recently released report by the 2009 Victorian Bushfire Royal Commission outlined three key recommendations around the validity of allowing settlements to be located in areas of high fire risk:

- Recommendation 39 highlighted the necessity for State to 'adopt a clear objective of substantially restricting development in the areas of highest bushfire risk - giving due consideration to biodiversity conservation - and provide clear guidance for decision makers.' One potential method identified was the creation of a comprehensive Bushfire-prone Overlay (renamed from Wildfire Management Overlay) provision and amended state planning policy for bushfire.
- Recommendation 40 continues advocating this method through advising that the CFA amend its guidelines to 'substantially restrict new developments and subdivisions in those areas of highest risk in the Bushfire prone Overlay' when assessing permit applications for dwellings, non-dwellings and subdivision.
- A further approach outlined in Recommendation 46 is the development and implementation of a retreat and resettlement strategy for existing developments in areas of unacceptably high bushfire risk, including a scheme for non-compulsory acquisition by the State Government.

As concisely summarised on page 215, 'The current approach to planning does not take account of the fact that there are some areas in which the risk to life from bushfire is so high that new settlements should not be established in these locations. People should be prevented or discouraged from building new houses in such areas and those already living there should be helped to move.'

<sup>6</sup>Draft Final Report Feasibility Study into Increased Economic Activity in Forrest, May 2005.

<sup>7</sup>General Practice Note for Potentially Contaminated Land, June, 2005

It is yet to be determined whether these recommendations will be accepted by State Government, however based on these recommendations, Colac Otway Shire must be careful in promoting further expansion of settlements located in areas of extreme bushfire risk.

Although not affected by the 2009 bushfires, the Otways region has proven just as much at risk, with approximately 41,000 hectares and 782 buildings destroyed as well as lives lost during the Ash Wednesday fires of 1983.

Until further direction is provided by State Government, it is crucial the development of this Structure Plan takes a precautionary approach, examining all available options to determine what the optimal situation for Forrest may be.

**9.7.2 Forrest Fire Risk Assessment**

Forrest has a heightened fire risk due its proximity to the Great Otway National Park and surrounding bushland. This risk, has led to Forrest being identified as a priority bushfire area by the CFA for all bushfire seasons and hence will have an enhanced township protection plan.

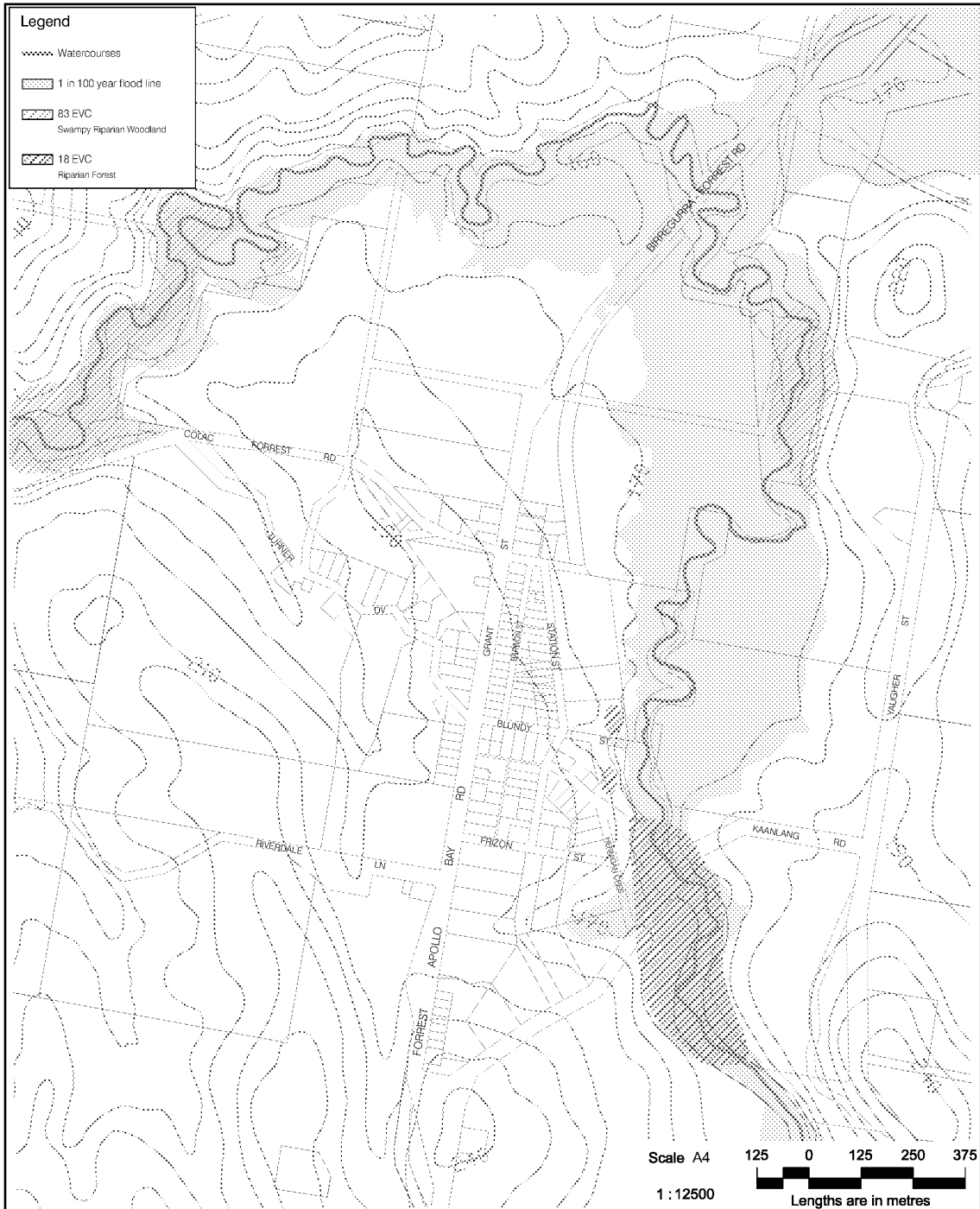
It is noted a WMO covers the entirety of Forrest and its surrounds. New developments in areas covered by a WMO will be subject to permit conditions that control the location, building design and ongoing management of the site.

Construction within bushfire prone areas is subject to specific construction requirements to reduce the risk of ignition from a bushfire while the fire front passes. Construction requirements vary depending on the Bushfire Attack Level (BAL) specified for a property following a site assessment.

There are five levels of BAL that require specific construction requirements:

|                     |                |                                                                                                                                                                                                                     |
|---------------------|----------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| BAL-12.5            | Low Risk       | Risk of ember attack                                                                                                                                                                                                |
| BAL-19              | Moderate Risk  | Risk of ember attack and burning debris ignited by wind borne embers and a likelihood of exposure to radiant heat.                                                                                                  |
| BAL-29              | High Risk      | Increased risk of ember attack and burning debris ignited by wind borne embers and a likelihood of exposure to an increased level of radiant heat.                                                                  |
| BAL-40              | Very High Risk | Much increased risk of ember attack and burning debris ignited by wind borne embers, a likelihood of exposure to a high level of radiant heat and some likelihood of direct exposure to flames from the fire front. |
| BAL-FZ (Flame Zone) | Extreme Risk   | Extremely high risk of ember attack and burning debris ignited by wind borne embers, a likelihood of exposure to an extreme level of radiant heat and direct exposure to flames from the fire front.                |

Figure 15> Environmental constraints



## 10 Heritage

### 10.1 Indigenous

Throughout the areas of the Great Otway National Park, there are 4 Traditional Indigenous Owners: the Wathaurung, Gulidjan, Gadubanud, and Kirrae Whurrong people<sup>8</sup>. Their spiritual and physical connections to places surrounding Forrest go back tens of thousand of years, evident through artefact scatterings found east of the Township.

Under the Aboriginal Heritage Act 2006 a Cultural Heritage Management Plan is required if all or part of the proposed activity is in an area of cultural heritage sensitivity, and all, or part of the activity is a high impact activity. Figure 17 illustrates areas in Forrest identified by Aboriginal Affairs Victoria as potentially being areas of cultural heritage sensitivity. These areas have been determined by applying a 200m sensitivity buffer to all waterways in Victoria, whether man made or natural. They do not indicate that it is a distinct site of cultural heritage but rather that these areas have the potential to be of significance and therefore may require further investigation.

### 10.2 European

European settlement in the 1890's was initiated by the railway and forest industry. By the early twentieth century, Forrest hosted a bank, general store, boarding house, police station, bake house, butcher, welfare centre and hotel<sup>9</sup>.

Little evidence of Forrest's original buildings exists; much of Forrest's infrastructure and timber mills were located in surrounding bushland. Yet, regardless of the lack of original buildings, Forrest's European history is relatively well-documented. The Forrest History Walk is available for tourists and is a one hour township walk incorporating 27 sites of local European heritage, marked by interpretation panels. Anecdotal evidence suggests these heritage markers are currently not linked in an easily legible way, limiting the ability to tell the historical story of Forrest to visitors. Possibly there is an opportunity to improve the connection of the historical aspects of Forrest with other existing activities. It has been suggested that the creation of a small museum might be able to function as a focus point from which to begin exploring the unique township history.

As noted throughout the relevant LPP, any further development should aim to capture the historical characteristics of the settlement for the enjoyment of visitors and residents alike.

Two Heritage overlays (HO194 and HO 195) cover sites in Forrest, as shown in Figure 16. HO194 is the Forrest Primary School and Anglican Church relocated from the Yaugher settlement where the recreation reserve is now, while HO195 is one of the first businesses (former butcher shop) established in Forrest along Station Street with the focus then on the railway station and associated timber yards.

<sup>8</sup>Parks Victoria, 2009  
<sup>9</sup>[www.rideforrest.com.au](http://www.rideforrest.com.au)

Figure 16> European Heritage

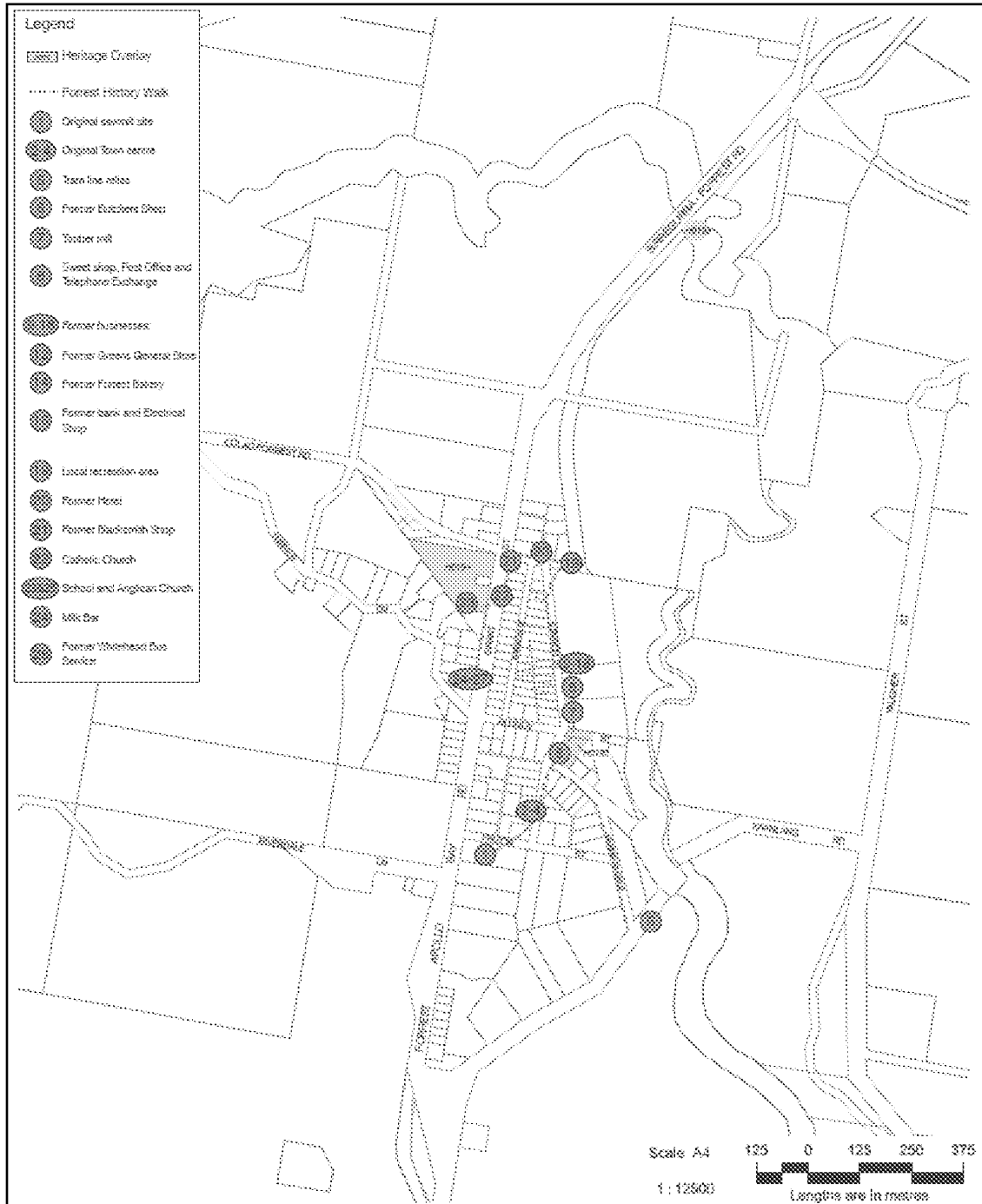
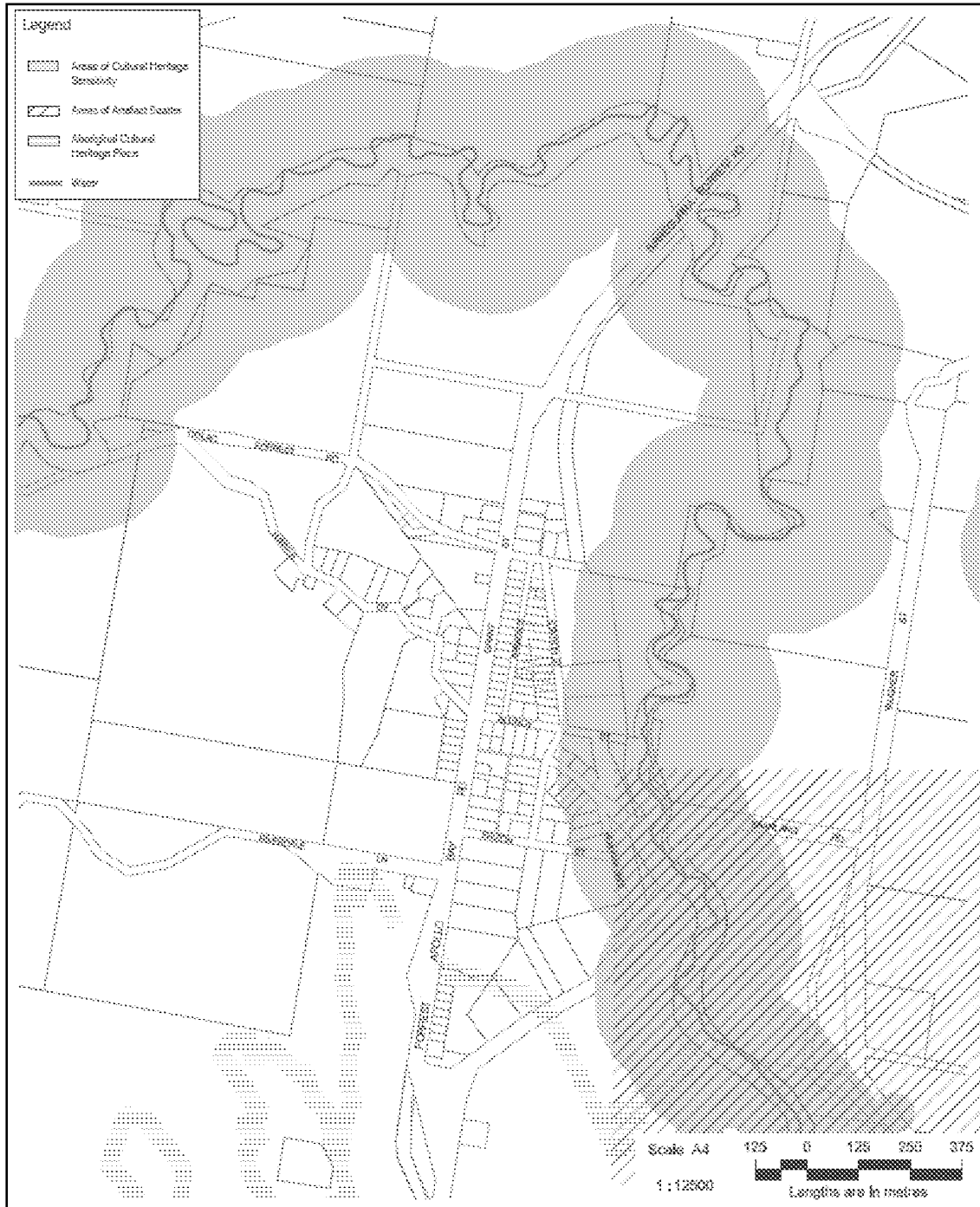


Figure 17> Indigenous Heritage



<sup>3</sup>Colac Otway Rural Land Strategy 2007

## 11 Service Infrastructure

It is understood that development is generally limited due to the inability of land being serviced and the limitations associated with onsite waste management. This experience is common to small towns in regional areas. Given the current population of Forrest and predicted growth over the next 10 years, it is unlikely that a reticulated sewerage system will be installed within the township. Therefore it is crucial that issues of onsite sewerage disposal and extent of flooding be dealt with, particularly relating to potential impacts on land proposed for subdivision.

The reticulated water supply for Forrest is managed by Barwon Water. No reticulated gas is available, nor likely to be provided in the foreseeable future.

Mobile phone coverage is extremely limited in the Otway region, and particularly in Forrest. Anecdotal evidence for consultation indicates that the level of coverage available varies depending on the service provider. A permit has been issued for a telecommunications tower in Forrest, however an alternative site is currently being considered by the permit holder. The approved location of telecommunications tower created significant level of concern to the local community who were not consulted as part of this process.

## 12 Tourism

Upon the imminent decline and cessation of Forrest's sawmilling industry, a new source of economic viability was sought and explored in the *Feasibility Study into Increased Economic Activity* completed in 2005, which identified Forrest had the potential for small-scale tourism and mountain biking enterprises.

The unique environmental qualities of Forrest and its proximity to the Great Otway National Park make it an attractive town for people visiting the area to utilise the area's mountain bike trails. The attractiveness of the Forrest tracks from a local perspective as well as the broader tourist draw card, maintains its role as a unique recreation asset for the Shire. Events like the Otway Odyssey and the Kona 24 Hour Race are a sound way to attract tourists and capitalise on the Town's attractive setting and historic character<sup>10</sup>.

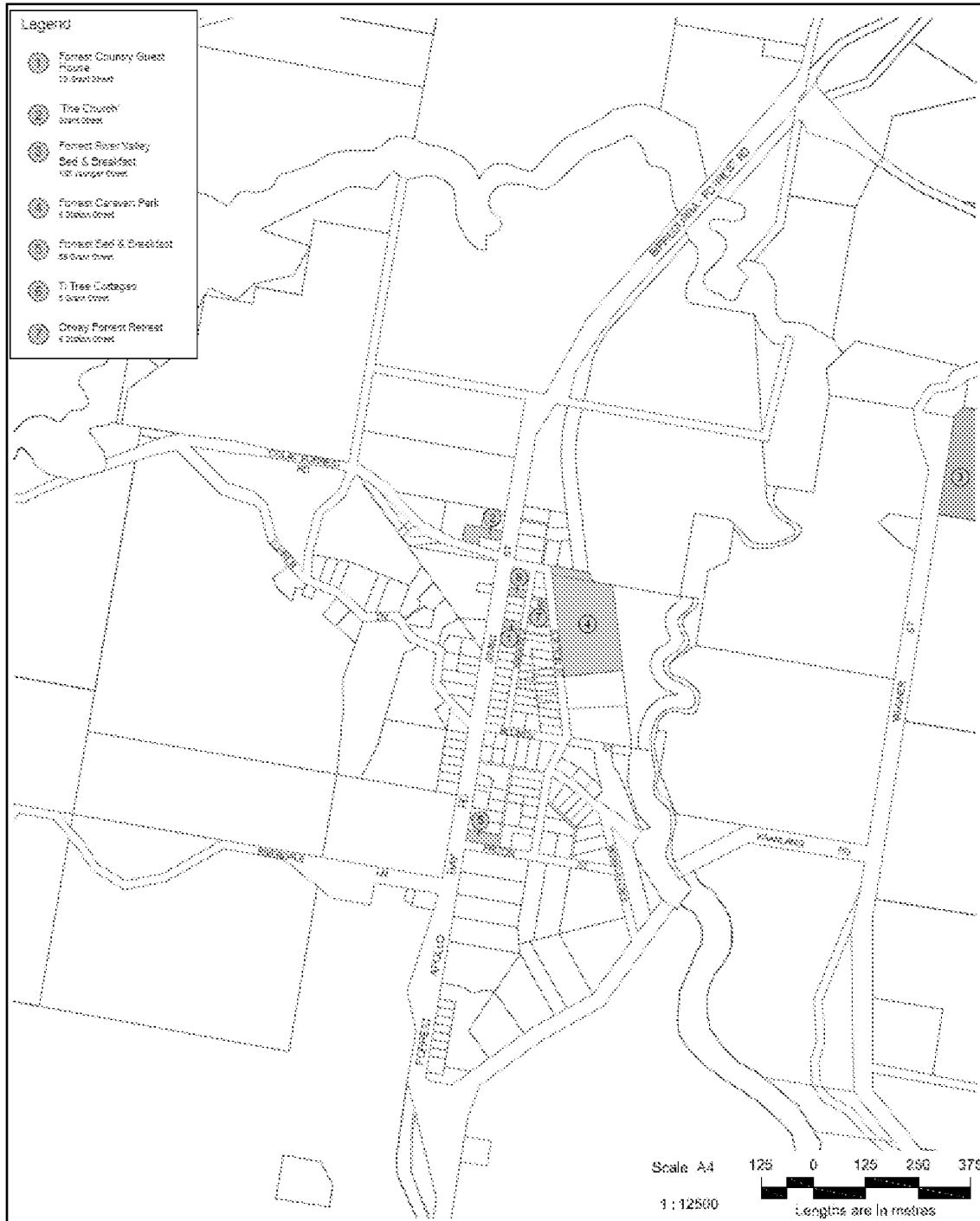
Currently the State Government is trying to encourage inland tourism to increase visitation in the Otways hinterland away from the Great Ocean Road. Forrest's location as one of the 'gateways' to the beautiful Otway Ranges combined with these tracks means that there will be substantial opportunities for enhanced tourism development in the future. However, as experienced in other similar settings, a result of increased tourism tends to be mounting pressure for services within the community to meet the non recreation based needs of the tourists.

The structure plan will need to consider how to balance tourism against the significant environmental quality of the area, and the impacts (positive and negative) on the local community.

<sup>10</sup>Draft Final Report Feasibility Study into Increased Economic Activity in Forrest, May 2005



Figure 18 > Existing Tourist Accommodation



## 13 Consultation

In a town with such a small population, it is vital that the values of the community are heard and included in the planning process. The community is the heart and soul of a small town and have an intimate understanding of the opportunities and constraints to growth.

The community of Forrest is understood as being multifaceted and viewed more as communities of interest versus a single community group or voice. The values and visions of the various communities of interest are being carefully considered throughout the Structure Plan process.

As part of this process a community bulletin was developed and distributed to all landowners and occupiers within a 5km radius of the town centre to inform the local community and any interested parties of the first in a series of formal consultation sessions being held in Forrest. Open attendance was encouraged with anyone interested in participating invited along to the session.

Held on 5th December 2009 in the Forrest Hall, the first formal consultation session proved a success with 17 people attending, providing an opportunity for interested individuals to come together and brainstorm on what they see as the key opportunities and limitations in Forrest. In total 17 submissions were received from this consultation in Forrest. The resulting information from all consultation sessions is being utilised throughout the Structure Plan process to ensure that the end result is directly fed from local community aspirations.

The key opportunities and constraints raised during the first consultation session are summarised into the categories below in Table 2. This is not a complete list but a summary of key issues relating to the Structure Plan process.

**Table 2>** Consultation Issues & Opportunities

| Issues                                            | Opportunities                                                         |
|---------------------------------------------------|-----------------------------------------------------------------------|
| <b>Community</b>                                  |                                                                       |
| Lack of visitor information.                      | Encourage and provide facilities for mountain biking.                 |
| Improve community facilities.                     |                                                                       |
| Nowhere to spend money in town.                   | Encourage private development aimed at eco tourism.                   |
| Lack of mobile reception                          | Improve service.                                                      |
| Need to ensure the school stays open              | Liaise with DET about future of school.                               |
| Limited work opportunities.                       | Expand retail / tourist based sector to create some new jobs in town. |
| <b>Infrastructure</b>                             |                                                                       |
| Waste water disposal, particularly on small lots. | Manage on site treatment on lots.                                     |
| Current zoning and town boundary                  | Consider rezoning land to TZ, including amending zoning anomalies.    |
| Car parking in main street                        | Improve parking areas                                                 |
| <b>Environment</b>                                |                                                                       |
| Growth in mountain bike use                       | Maintain and improve mountain bike trails                             |
| <b>Heritage</b>                                   |                                                                       |
| Representation of heritage                        | Improve signage and consider new historic centre                      |
| <b>Housing</b>                                    |                                                                       |
| Subdivision                                       | Potential for additional lots to be created in appropriate locations  |
| Rural residential                                 | Opportunities to formalise land south of Frizon street to RLZ         |

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## 14 Future Growth

The role of a structure plan is to determine, or confirm, the appropriate structure for a town including development potential and extent of growth on the basis of the overarching strategic policy, social, and environmental drivers that will influence change.

The overarching drivers influencing the future structure of Forrest include:

- The designation of Forrest in the draft RLS as a town with limited growth potential; and
- The findings and recommendations of the Royal Commission and the implications this may have on a town such as Forrest, it is acknowledge these recommendations are in draft form and the State Government is yet to implement them.

The designation of Forrest as a town with limited capacity for growth must be understood in the context of the current town structure and the overall land supply scenario.

### 14.1 Potential for Growth within existing Township Zone

Forrest is a small town generally contained within the TZ. An assessment of land within the TZ identifies that there is approximately 9Ha of land available that could be reasonably developed for residential purposes (Refer Figure 19). This includes land in Turner Drive and the former Timber industry site in Station Street (see below).

An area of 9Ha (the available zoned land identified above) is roughly equivalent to the existing residential area between Frizon Street and Station Street. If the available TZ land was to be developed, this would represent a sizeable change in the town size and structure, however is likely to represent a modest amount of actual growth as intended by the RLS.

The following provides an assessment of available land within the TZ and discounts sites considered unsuitable for development:

#### – Vacant Land in Turner Drive (6.9Ha)

Turner Drive contains vacant land with an area of approximately 6.9Ha. This land extends east-west along Turner Drive, with the eastern portion of land located to the rear of existing large residential lots. The land is located within short walking distance of the core of town, including education and commercial uses.

Some mature vegetation is distributed across the site which will need to be assessed as part of a detailed subdivision application. The land slopes towards the southern edge of the site which may partially constrain development. Access is provided to this land via Turner Drive and the Colac Forrest Road.

#### – Former Timber Industry Site (2.1Ha)

The former timber mill site located on Station Street near the corner of Blunby Street is currently unused and contains remnant infrastructure and buildings from its former operations. The site covers an area of approximately 2.1Ha.

The site is located to the south of town's caravan park and recreation area, and abuts the Barwon River river flats to the east with views extending to the river and Forest beyond. The site is located outside of the LSIO and 1:100 year flood line. Given the proximity to the river, serious consideration would be required as to the on-site treatment of sewer as part of any development proposal. Given its former use for industrial purposes, there is potential that the site may contain contamination which may limit the feasibility of development.

This land has been identified as a potential location for a CFA 'Neighbourhood Safe Place'. The status of this proposal is unknown. This land may become available for residential development purposes subject to the status of this proposal. At this stage the assessment includes this site as having development potential and accepts that the loss of indicative yield in the future is a possibility, however will not, in the context of the overall proposed scenario, create a significant shortfall in supply to the disbenefit of Forrest.

**– Two Large Parcels, Southern Edge of Turner Drive**

Two large parcels of TZ land at the southern edge of Turner Drive, east of the industrial land currently appear to have potential for further subdivision. These parcels appear to have been subdivided over time to create residential lots fronting Grant Street, while the balance of the lots are used for rural residential purposes.

While there appears to be potential for further subdivision of this land, topographical constraints may in fact limit this. The sites feature a significant slope to the west which appears to have associated drainage issues the main constraint for development of this

land. As such, CPG have excluded these sites from the overall assessment of land that has development potential in favour of a focus on vacant or un-used land (i.e. the timber mill). This is not to say that subject to detailed investigation there is not some re-subdivision potential on this land, just that this may be limited.

Without undertaking detailed site assessments it is difficult to determine the precise yield that could be generated by the available 9ha TZ land (this level of site assessment is not the role of the structure plan). However, for the purposes of determining indicative supply, CPG have prepared two scenarios which apply density requirements as follows:

- Scenario 1: Apply 1Ha minimum lot size for TZ land as per the requirements of the RLS.
- Scenario 2: Apply .04Ha minimum lot size for TZ land as per the requirements of the EPA SEPP

Table 3 identifies the land supply equation under each scenario. These scenarios have generated indicative yields based on variable minimum lot sizes that subject to detailed site assessment may be either reduced or increased owing to overall site constraints. For the purposes of structure planning, these scenarios provide an indicative position on overall supply and settlement parameters.

Based on the current take up rate (2.3 permits per year), Scenario 1 could generate in the order of 4 years supply of land and Scenario 2 could generate in the order of 10 years supply of land. It should be noted that site constraints such as topography, vegetation, potential for contamination (timber site) and management of on site treatment of effluent could impact on the lot size and overall yield generated by these sites.

|                                  | Turner Drive (6.9Ha) | Timber Mill Site (2.1Ha) | Total Indicative Yield |
|----------------------------------|----------------------|--------------------------|------------------------|
| Scenario 1 (1Ha min lot size)    | Approx 7 lots        | Approx 2 lots            | Approx 9 lots          |
| Scenario 2 (0.04Ha min lot size) | Approx 17 lots       | Approx 5 lots            | Approx 22 lots         |

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## 14.2 Potential for Growth of non TZ land

While at this stage the demand for infill development is relatively unknown, the designation of appropriately located land outside of the Township boundary is likely to be required to accommodate future growth.

The following is an analysis of land outside of the existing.

### – North of TZ Land

There are 2 parcels directly to the north of town considered for future development potential, the first is 2330 Birregurra-Forrest Road located directly north of the Forrest-Colac Road bounded by the Birregurra-Forrest Road and is approximately 4.5Ha in area, the site is covered with heavy vegetation severely limiting development potential.

The second parcel is known as 2324 Birregurra-Forrest Road located to north of the above parcel bounded by an unmade road reserve to the north and the Forrest-Birregurra Road. The site is approximately 5.2Ha in area and relatively clear of vegetation, except along its boundaries. The site is located within short walking distance of the core of town, including education and commercial uses. As noted previously, an application has been lodged to subdivide this site, creating a total of 22 new lots.

Based on the historic take up rate of 2.3 permits a year this site has the potential to generate approximately 10 years supply of land.

### – North East of TZ land

To north east of the town bounded by the Birregurra-Forrest Road and an unmade road reserve in the north there are two parcels separated by the railway track rail trail.

The first is known as 2317 Birregurra-Forrest Road to the west of the rail trail and is approximately 1.7Ha in area. The site is the natural expansion of the town to the north east with connections via the rail trail and the main street to the services within town. The site is relatively clear of vegetation, a subdivision application has been lodged for 8 new lots. Based on the historic take up rate of 2.3 permits a year this site has the potential to generate approximately 3 years supply of land.

The second parcel is to the east of the rail trail bounded by an unmade road reserve in the north and the Barwon River flats to the east approximately 14.7Ha in area. The site is constrained by the LSIO and 1:100 year flood line covering approximately 10Ha of the site. Given the proximity to the river, serious consideration would be required as to the on-site treatment of sewer as part of any development proposal.

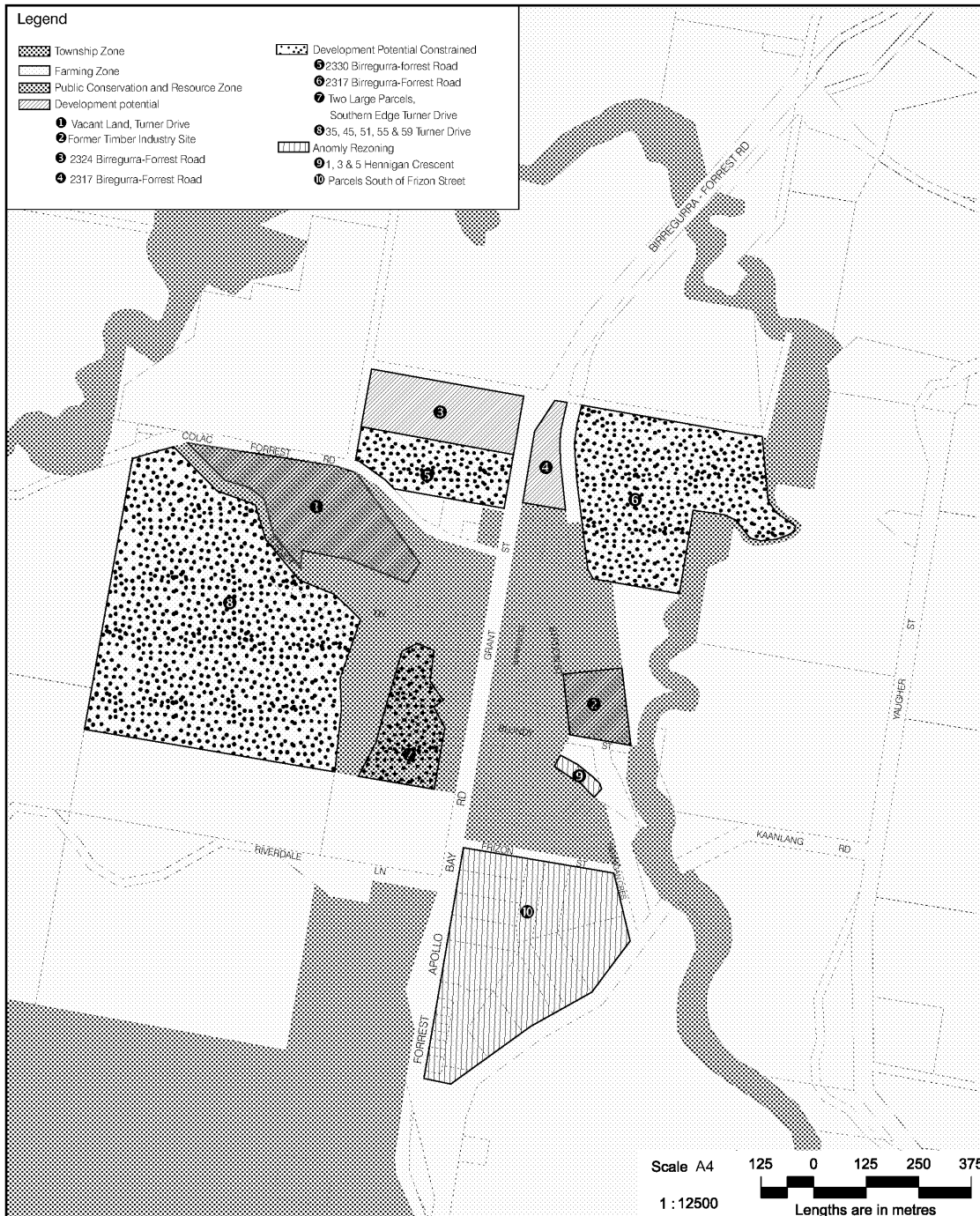
However as no applications have been lodged for the development of this land it is considered the land would not be required for the medium to long term.

### – East of TZ Land

East of the TZ along Hennigan Crescent are three small parcels (1, 3 & 5 Hennigan Crescent) currently used for residential purposes, 1 Hennigan Crescent is also subject to the Heritage Overlay being the former butcher shop. The structure plan should consider including these parcels within the future settlement boundary and TZ.



Figure 19> Future Growth Opportunities in Township Zone



## 15 Conclusions

The preceding sections of this report contain an analysis of the existing conditions that will inform the future structure of Forrest. The conclusions that can be drawn from this analysis are contained below. It is important to re-iterate that this project was not undertaken in isolation, but in the context of two very significant concurrent processes that will inform the role of Forrest and the appropriateness of future growth. These are:

- The Colac Otway Rural Living Strategy
- The findings and recommendations of the Royal Commission and the implications this may have on a town such as Forrest, it is acknowledge these recommendations are in draft form and the State Government is yet to implement them.

The designation of Forrest as a town with limited capacity for growth must be understood in the context of the current town structure and the overall land supply scenario.

The draft Colac Otway Rural Living Strategy (RLS), CPG Australia 2010, has taking a similarly measured approach in its recommendations to the future settlement of towns, including Forrest. The draft RLS designates Forrest as a highly constrained town with deferred growth.

In light of the above, the conclusions for Forrest are summarised as follows:

### Planning Framework

The Structure Plan will address existing difference in the planning framework. The foremost alteration relates to land to the south of town which has been developed for housing however is not located within the Township Zone. This land needs to be rectified in the planning scheme to reflect the condition on the ground. In association with this, it is recommended that a town boundary should be applied to Forrest to reflect the extent of the Township Zone, and consequently rezone land south of the town to the Rural Living Zone/Infill Development

### Settlement

The town itself is contained within its natural surrounds, with settlement patterns limited by environmental constraints including flooding, watercourses and dense forest.

In summary there is approximately 9Ha of supply within the existing TZ some constrained by vegetation and contamination. Opportunities to rezone land in appropriate locations to the north of town will be pursued and will provide a significant increase in numbers to the town.



### **Commercial Development**

The viability of commercial ventures in town presently seems to rely on the tourist dollar and visitation in order to be sustainable. The establishment of the microbrewery in town is evidence perhaps of the strength of the tourist market. It is appreciated that the ongoing attraction of tourists to town is also explicitly linked with the operation of shops that provide basic commercial services required for the town people. Opportunities to enhance the tourist market and support commercial ventures will be proposed through the Structure Plan.

### **Community Infrastructure**

The community focus seems to be focussed around the community house and the football ground. These two destinations create a focus for a broad cross section of the community and provide opportunities for integration and building social capital and community spirit. The community house provides a range of important social, health and civic services which are essential to the development of the town and people's well being. It is important that these services, particularly outreach services, continue to operate in the town to sustain it and avoid displacement to other towns.

The ongoing future of the school is subject to enrolments which in turn is a function of population size and complexion. Given the focus of the Structure Plan on infill development, the future of enrolments in the school may be constrained. This represents a broader strategic issue that will need clarification and one that will impact on the structure of town.

### **Heritage**

The historical role of the town is heavily associated with its timber industry past, which provided the core employment opportunities and demand for housing within the town over many years. Reminders of this rich history are currently represented in a somewhat sporadic manner throughout town with minimal maintenance, including old saw mills, kilns etc. The Structure Plan will recommend opportunities to potentially better represent this history through maintenance of sites; clearer historical markers and heritage trail; and the potential establishment of a historical centre which could be located in the community house. These opportunities respond to issues raised in consultation.

### **Tourism**

Since the cessation of the timber industry in the Otways, a new focus for Forrest has emerged in terms of lifestyle, recreation and eco-tourism opportunities. This includes mountain biking, horse riding, hiking, camping and other recreational activities. The expansion of these recreational elements will be critical to the ongoing sustainability of the town. Opportunities for commercial activities that support this role are emerging, including bed and breakfast accommodation and the microbrewery.

To date, tourism efforts have been very successful in attracting people to Forrest, however opportunities for overnight or long stay visits are currently limited due to limited tourist infrastructure. Opportunities to expand this offer are recommended including group accommodation facilities; public facilities for recreational users i.e. bike storage, showers, change facilities etc; restaurant / café; and potentially the provision of an information centre. Public art in the main street could add to the visual interest and connect to the historic and natural attributes of town.

### Environment / Open Space

Forrest is located within a pristine natural environment at the foothills of the Otways. The Structure Plan will provide for the ongoing maximisation of recreation and enjoyment of natural assets including Lake Elizabeth and the Otway ranges.

### Recreation

The current offer of recreation is broad, from active organised sports to passive recreation. The establishment of the Tiger trail and mountain bike / walking paths through the surrounding forest have expanded the offer of recreation in recent years. Opportunities to consolidate this should be explored, including additional trails and supporting infrastructure for users. Given the limited potential for residential growth within Forrest applied in this planning process, there is no expectation that additional recreation infrastructure will be provided for organised, active sport. The current supply of tennis courts, football and netball is considered appropriate to meet the needs of the current population. The sustainability of this infrastructure in light of a limited population is a potential challenge for the future.

# Addendum 1 Summaries of State, Local and Regional Policies and Strategies

## State Policies and Strategies

### *Ministerial Direction No. 1 – Potentially Contaminated Land*

The purpose of this Direction is to ensure that potentially contaminated land is suitable for a use which is proposed to be allowed under an amendment to a planning scheme and which could be significantly adversely affected by any contamination.

### *Ministerial Direction No. 6 – Rural Residential Development*

The key objective of this Direction is to manage the provision of sustainable rural residential development so that it supports sustainable housing and settlements and does not compromise Victoria's agricultural, natural, environmental, landscape and infrastructure resources.

The Ministerial Direction requires a planning authority to demonstrate that the proposed rural development:

- Is consistent with the housing needs and settlement strategy of the area;
- Does not compromise natural resources;
- Protects visual and natural qualities;
- Avoids adverse environmental impacts; and
- Is efficiently served by social and physical infrastructure.

### *Future Farming Strategy*

The Victorian Government's Future Farming Strategy aims to "encourage innovation, increase productivity and make the farming sector even more competitive through the use of new technology and farming practices."

The Strategy proposes State government investment across a number of areas of the farming industry, including: research and development, building skills, climate change planning, management of weeds and pests, land and water, targeted social support, and investment in rail freight and infrastructure.

In addition to the message of the State government's support for farmers and the farming industry, the Strategy is most likely to impact on land use planning through proposals relating to the management of land and water, and potentially, in some areas, through investment in rail freight and infrastructure.

Future Farming does not propose changes to land management, rather provides for the establishment of a Regional Strategic-Planning Expert Group which may, amongst other things, develop land use planning policy and change statutory planning tools.

### *Blueprint for Regional Growth*

The recently released Blueprint for Regional and Rural Victoria provides the broad framework for managing growth and change, and sets the policy directions for future government programs and investment in provincial Victoria.

Provincial Victoria is at the sharp end of the major challenges facing the whole state over the next ten years. Climate change, an ageing population and workforce, the world economy and population growth will impact on where people live, what work they do, what is produced and how it is distributed.

Successfully facing these challenges requires a new approach to whole-of-region planning that integrates the intelligence, energy and knowledge of regional leaders, councils, government departments and communities. As such, the blueprint, will in part, be informed by regional plans. These regional plans are being produced by or in collaboration with

Regional Development Australia (RDA) committees in each of Victoria's regions. Work on regional and sub-regional plans will continue alongside implementation of the state-wide blueprint. This integrated planning and policy framework will enable regional strengths and local needs to be addressed.

The blueprint proposes five directions towards growth that is well managed and sustainable; regional participation that is valued; and livelihoods that are prosperous and rewarding:

1. Position regional economies for growth
2. Connect up Victoria
3. Plan for sustainable growth
4. Make provincial Victoria an even better place to live
5. Empower communities to plan for their future

*Coastal Spaces Landscape Assessment Study (2006)*

The Coastal Spaces Landscape Assessment Study is a comprehensive baseline assessment of visually significant landscapes along the Victorian coast. The Study assesses the visual and scenic amenity of Victoria's non-urban coastline. The work identifies appropriate measures in planning schemes to manage future growth and change along the coast.

The Coastal Spaces Landscape Assessment Study:

1. Maps and provides an assessment of the existing distinctive landscape elements, features, characteristics, character, quality and extent of the landscape within specific coastal areas, and their value or importance
2. Assesses the adequacy of current planning strategies and measures for managing and protecting landscapes along the Victorian coast and immediate hinterland
3. Identifies landscape types in all coastal regions and provides planning scheme provisions for retaining and/or respecting landscape values and managing development in non-urban coastal landscapes.

The Study covers the entire Victorian coastline (outside of the metropolitan Melbourne region) from:

1. South Australian border to Warrnambool
2. Bellarine Peninsula
3. Bass Coast region to the NSW border

The study complements the work already completed in 2003 for the Great Ocean Road Region (Warrnambool to Torquay) as part of the Great Ocean Road Region Strategy 2004.

*Future Coasts*

The Future Coasts Program is a Victorian Department of Sustainability and Environment program that runs in partnership with the Department of Planning and Community Development.

The Future Coasts Program is designed to help Victoria better understand and plan for the risks associated with sea level rise along the Victorian coast. The program is producing information about the impacts of sea level rise along the Victorian coast, with a focus on coastal erosion and flooding.

Future Coasts Program has three main objectives:

1. Understanding how sea level rise will impact Victoria's coast
2. Supporting land managers and decision makers
3. Responding to the impacts of sea level rise

## Regional Policies and Strategies

### *The Colac Otway Rural Living Strategy (RLS), draft 2010*

The purpose of this Strategy is to provide a land use framework to guide current and future rural settlements and rural living within the Shire. Recognising physical and environmental constraints, community aspirations, government policy directions and key issues of land use planning, the Strategy will identify areas appropriate for rezoning to rural living throughout the Shire.

The Strategy follows on from the Colac Otway Rural Land Strategy 2007 which identified the need to provide rural residential development in planned locations, and recommended the Council undertake an assessment of suitable areas. Candidate rural living areas nominated in this report included Barongarook - Bushbys Road, Barongarook - Robinson Road, Beech Forest, Gellibrand, Forrest, Kawarren and Lavers Hill.

The Rural Living Strategy is presented in two parts: Context and Strategy. This document represents the Context, providing the background to the current status and influences on rural settlements in the Colac Otway Shire and establishing principles for the final Strategy. The separate Strategy document details the objectives, strategy and actions to give directions and implement the recommended approach to future growth.

### *Corangamite Regional Catchment Strategy (RCS) 2003-2008*

The Regional Catchment Strategy (RCS) for 2003-2008 provides long-term direction for managing the future of land, water resources, biodiversity and seascape of the Region, and the foundation for investment decisions to ensure improved natural resource outcomes.

The RCS:

- sets broad goals for 20 years;
- assesses threats to environmental, economic and social values;
- sets preliminary targets for the condition of assets;
- identifies opportunities for improving natural resource management processes over the next five years;
- recommends substantially new processes for planning at the local level;
- through an Investment Framework and fully costed Investment Plan, it provides a means for making investment decisions - as of 2003, the RCS will form the basis for distributing funding for natural resource management in the Region; and
- sets guidelines for monitoring and evaluation of progress.

The RCS aims to guide the planning and action of:

- private landholders, who own 70 per cent of the land in the Region;
- government, which manages the other 30 per cent of the land, and all coastal waters, on behalf of the community;
- local and State government agencies with responsibility for natural resource management;
- community groups and non-government organisations protecting and restoring the environment<sup>6</sup>; and
- business and industry groups.

The renewal of the RCS has involved people from all of these interests. The RCS guides their activity, with each individual and organisation translating its goals and targets into action within their own sphere of influence.

*Great Ocean Road Region Landscape  
Assessment Study (GORRLAS) 2004*

The Strategy focuses on the sustainable development of the region through balanced and managed growth of selected towns along the coast and inland.

The Strategy is built around four key directions:

- Environment: Protect the landscape and care for the environment.
- Settlement: Manage the growth of towns.
- Access: Improve the management of access and transport.
- Prosperity: Encourage sustainable tourism and resource use.

To guide decision making, the Strategy's four key directions will be appropriately articulated in the Victoria Planning Provisions. Each direction is supported by strategies that will guide future action and decision making.

*G21 Regional Land Use Plan*

The G21 Geelong Region Plan is a sustainability plan for the region that looks toward 2050. It identifies and addresses the challenges the region will face in the areas of environment, settlement, land use, community strength and economy as well as the need for change in the way we make things happen.

The G21 Regional Land Use Plan has five directions that are integral to respond to the challenges and opportunities the region faces.

1. Make environmental gains
2. Use our land wisely
3. Increase access for social equity, creativity and learning
4. Generate new business, raise skill and education levels and create more jobs
5. Maximise opportunities

*Colac Otway Heritage Study (2005)*

The Heritage Study contains a series of recommendations relating to the places identified as cultural heritage importance or significance.

The Heritage Study identifies cultural heritage within Colac Otway is reflected in buildings, plantings, memorials, industrial sites and archaeological remains that range from public buildings, halls, and schools, to places that represent aspects of the shire's economic development through the pastoral, timber, dairying and tourist industries

The Recommendations made in the study are derived from the significance of the identified places.

### Local Policies and Strategies

#### *Colac Otway Shire Rural Land Strategy (2007)*

This report details the outcomes of the review of rural land. The review had four major tasks:

- Review the biophysical and environmental aspects of the Shire including land use, soils land suitability, water, salinity, flooding, erosion and minerals;
- Review the agricultural industries including farm viability and rural activities;
- Review the timber plantation industry; and
- Provide appropriate planning scheme responses.

The outcomes of the project will assist the Shire in its review of the planning scheme and confirm the translation of the new Rural Zones. The report is in a form which:

- Creates maps showing agricultural capability and environmental constraints;
- Provides recommendations on the application of the rural zones and minimum lot sizes; and
- Prepares a local policy for rural land issues.

#### *Forrest Township Masterplan - review (March 2007)*

The methodology behind the Master Plan included:

- Site analysis / familiarisation, preparation of a scaled base plan
- Community consultation (public meeting) to identify the issues of importance to the Forrest community in relation to the visual development of the town
- Preparation of a preliminary township concept plan with written and graphic development strategies
- Allowance for one – two week review of plan
- Community consultation (public meeting and completion of community response sheet surveys) to review feedback on township proposal
- Refinement of the plan to reflect comments

A number of development priorities for Forrest were identified based on feedback from community consultation including, updated BBQ facilities and car parking at the Forrest tennis courts and nearby playground, external facilities at the Forrest Public Hall, improved drainage throughout the town, enhancement of Grant Street, continued expansion of walking track network, development of Grant Street, upgrading of Forrest recreation reserve, improvements to Forrest cemetery, development of an open air saw milling museum and indigenous vegetation planting.

To date the following works have been completed, upgrade to the community hall, development of the history trail, location of a visitor information board and barbecue facilities.

#### *Issues Paper: Wastewater Management Forrest (2005)*

The Issues Paper was prepared to assist all stakeholders including property owners, policy makers, planners and regulatory and enforcement agencies in developing and implementing long term, sustainable and manageable strategy for domestic waste water systems.

The Issues Paper is prepared to give property owners and other stakeholders an opportunity to:

- Understand current wastewater treatment and disposal systems.
- Understand the future risks of these systems.
- Reassess and define stakeholder values.
- Understand options for the upgrade of existing systems and/or the installation of new wastewater technology.
- Participate in developing a wastewater plan for the future.

The key issues identified are:

- Generally, Forrest is located on a ridge, resulting in the township draining to the east and west of Grant Street, towards the West Branch of the Barwon River.
- Groundwater is sufficiently deep at all locations to be of little concern during construction of traditional or alternative sewerage works
- Most properties are utilised as permanent dwellings, however there is currently a trend which is seeing some properties being purchased for rental or holiday use
- At present, the costs associated with the installation of a reticulated sewer system are not considered feasible

*Feasibility Study into Increased Economic Activity in Forrest (May 2005)*

- This study focuses on a small number of initiatives that have been identified to provide the foundation for a new economic future for Forrest. The initiatives comprise a mix of public sector and private sector funded projects and initiatives within the themes of (1) Accommodation, (2) Infrastructure, (3) Activities and (4) Links to the Otway Ranges National Park and Otway Ranges Forrest.

*Tourism Plan for the Public Land in the Otways Hinterland (2005)*

The aim of this plan is to stimulate and coordinate the sustainable development and marketing of tourism related to the public land of the Otway Hinterland to encourage a healthy, sustainable and profitable nature-based tourism industry.

The tourism sector can use this Plan to:

- Consolidate the delivery and positioning of tourism experiences that reflect the region's key points of difference and the needs of its target market
- Attract more of the target market from the Great Ocean Road into the Hinterland, and stimulate them into staying longer and spending more
- Minimise duplicating experiences, and thus focus limited resources on initiatives that provide the best return on investment.



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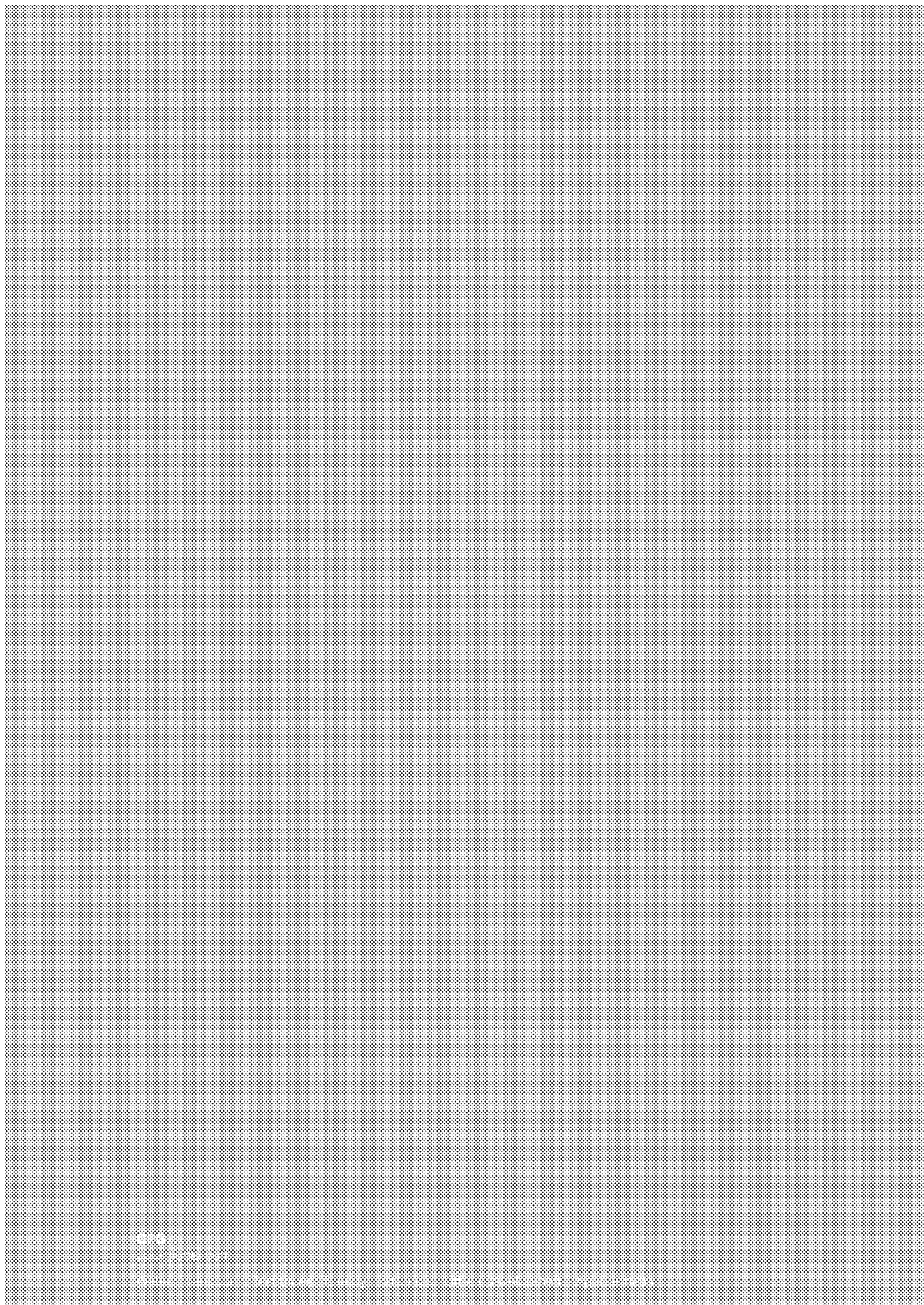
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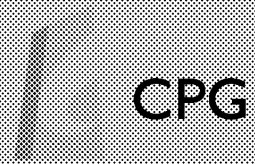
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Colac Otway Planning Group  
**FORREST STRUCTURE PLAN**  
Report

October 2010  
Prepared by CPG



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### 1.1 Purpose

The purpose of the Structure Plan is to:

- Set the land use and development framework for Forrest over the next 20 years.
- Implement the growth and settlement recommendations of the Rural Living Strategy.
- Establish clear and strategic parameters for growth.
- Provide direction relating to management of Forrest's sense of place, character and identity amidst limited potential for growth.

### 1.2 Structure Plan Application

The Structure Plan will be used to guide decision making and investment in Forrest and provide overall certainty about the future shape and complexion of the town. Specifically, the Structure Plan will be used to:

- Guide planning decision making, including assessment of planning permits for subdivision and land use;
- Provide certainty to land owners about the future potential of their land, within the defined settlement boundary;
- Provide certainty to business operators about opportunities for development and growth;
- Provide direction for investors seeking opportunities in Forrest from a residential or commercial perspective;
- Inform Council's capital works program including funding needs for recreation, community and health facilities and programs.

### 1.3 Summary of key drivers

The following key drivers will actively influence the shape and role of Forrest over the life of the Structure Plan.

#### 1.3.1 Growth / Land Supply

The town itself is contained within its natural surrounds, with settlement patterns limited by environmental constraints including flooding, watercourses and dense forest. Forrest is defined by the RLS as a town with limited capacity for growth.

Currently Forrest has 9Ha of vacant land relatively unconstrained available within the Township Zone and another 7.1Ha outside of town suitable for potential residential development.

New residential development within Forrest must consider the increased awareness of risk associated with incidence of wildfires, and recommendations made in light of the Royal Commission will need to be thoroughly considered and implemented for Forrest.

#### 1.3.2. Tourism

Since the cessation of the timber industry in the Otway's, a new focus for Forrest has emerged in terms of lifestyle, recreation and eco-tourism opportunities. This includes mountain biking, horse riding, hiking, camping and other recreational activities. The expansion of these recreational elements will be critical to the ongoing sustainability of the town. The structure plan will need to consider how to balance tourism against the significant environmental quality of the area, and the impacts (both positive and negative) on the local community.

## 2 Role and Function

The role of Forrest as an outdoor recreation and tourist destination has been well established over recent years along with an emerging trend for lifestyle residential development. Located at the foothills of the Otway National Park and proximate to Lake Elizabeth, Forrest functions as a key destination for pursuits such as mountain biking, hiking, camping and kayaking.

In the context of the Shire, the tourist function will continue to be a primary role for Forest into the future. At present however, Forrest is lacking supporting tourist infrastructure in the form of accommodation, dining and basic commercial facilities. This infrastructure will be required to meet the growing needs of the tourists and to support expenditure and expansion of this market. The ability to attract local and regional recreational events will be a key to ensuring the economic wellbeing and sustainability of town over the next 20 years.

Outside of its tourist based role, Forrest will function as a small town with limited potential for residential growth. This is reinforced by the Colac Otway Shire Rural Living Strategy which designates Forest as town with limited capacity for growth, largely due to environmental and servicing constraints.

A Vision statement has been prepared for Forrest. The Vision seeks to encapsulate the outcomes sought through the combination of objectives and strategies contained in this Structure Plan. The Vision has been drafted post community workshops and receipt of submissions and will be subject to further consultation with the community to ensure it reflects a shared Vision.

*"Forrest is a major destination for outdoor recreation and leisure based tourism in the Otway region. Forrest provides well maintained and high quality natural infrastructure for mountain biking, horse riding, road riding and kayaking, and is well recognised as the host of successful regional and international mountain bike events. Forrest provides a range of accommodation and dining experiences that cater for the needs of the tourist market".*

### 3 The Structure Plan

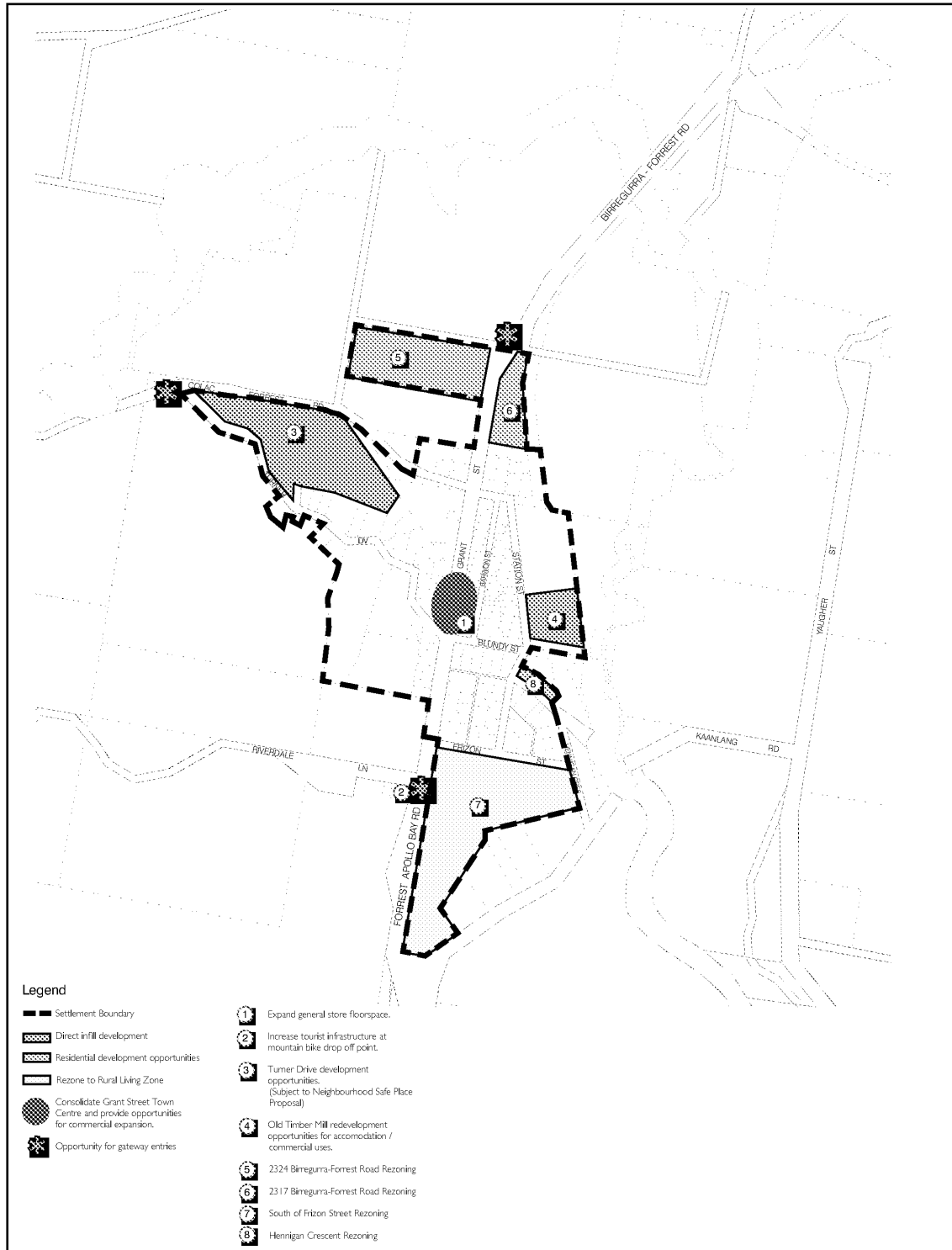
The Structure Plan is illustrated in Figure 1 .

The key elements of the structure plan are described below:

1. The structure plan **establishes a defined town boundary within which to manage growth.**
2. **Opportunities for a small amount of expansion** beyond the current town boundary are provided. Appropriate areas have been identified.
3. The structure plan **seeks to establish and confirm an eco-tourism based economy** anchored by opportunities associated with Forrest's proximity to the Otway National Park and Lake Elizabeth.
4. The structure plan **seeks to revitalise the Grant Street business core** and expand the provision of commercial uses, particularly those related to the tourist sector. Opportunities to expand the provision of general retail for the local population is also provided for.
5. The structure plan **seeks to celebrate the heritage assets** of the town, in particular the management of the European heritage sites relating to Forrest timber past.
6. The structure plan **establishes a framework for improvements in community and service infrastructure.**



Figure 1 Forrest Structure Plan



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## 4 Settlement

### 4.1 Managing Growth

The role of a Structure Plan is to determine, or confirm, the appropriate structure for a town including development potential and extent of growth on the basis of the overarching strategic policy, social, and environmental drivers that will influence change.

In terms of growth potential, Forrest has been designated by the RLS as a town with limited capacity for growth. This designation must be understood in the context of the current town structure and the overall land supply scenario.

Forrest is a small town generally contained within the TZ. An assessment of land within the TZ identifies there is approximately 9Ha of land available that could be reasonably developed for residential purposes (Refer Figure 1). This includes land in Turner Drive and the former Timber industry site in Station Street.

The Context Paper revealed two potential growth scenarios for Forrest to forecast residential take up rates. These scenarios reasonably identify there is potentially between 4 – 10 years supply of land remaining in Forrest within the TZ (based on take up rates from historical patterns).

In addition to this land it is considered reasonable to bring on additional parcels generally contained to the north of town. The parcels are known as 2324 Birregurra-Forrest Road (west of Grant Street) and 2317 Birregurra-Forrest Road (west of Grant Street), both parcels are bound by an unmade road reserve to the north. This road reserve is the natural limit for expansion of the Forrest township.

The Context Paper revealed the two parcels together equate to approximately 6.9Ha and potentially 13 years of supply based on take up rates from historical patterns.

The additional land recommended for rezoning is to provide for residential development, the additional land represents sustainable urban structure and land supply for Forrest reflecting potential development constraints which may limit yield within TZ land; including vegetation and potential land contamination; represents the long term extent of settlement for the town. In addition, existing zoning anomalies will be addressed including rezoning of land along Hennigan Crescent from FZ to TZ and the land to the south of Frizon Street bounded by the Forrest-Apollo Bay Road and Titchs Track from FZ to RLZ with a new Schedule specifying minimum lot sizes.

Overall the proposed land within the town boundary as shown in Figure 1 will equate to 17 – 23 years of supply based on assumptions contained with the Context Paper.

**4.1.1 Objectives**

1. Limit land available for urban development to land contained within the defined settlement boundary.
2. Protect the established extent of development within Forrest which is defined by its rural setting at the entrance to the Otway National Park and forests.
3. Encourage infill development on vacant lots.

**4.1.2 Strategies**

1. Establish a clearly defined town boundary in accordance with Figure 1. The town boundary will only apply to TZ land and some additional small parcels along with two sites to the north of the town centre.
2. Direct new development to vacant land in Turner Drive and the old Timber Mill site along Station Street as identified in Figure 1 subject to detailed site investigations. The Timber Mill may also be an appropriate location for group accommodation / tourist infrastructure subject to its status as a CFA 'Neighbourhood Safe Place'.
3. Rezone 2 parcels of land to the north and north east (2324 Birregurra-Forrest Road & 2317 Birregurra-Forrest Road) from the TZ to FZ to accommodate future residential development.
4. Rezone 1, 3 & 5 Hennigan Crescent from FZ to TZ to reflect the actual land use on site.
5. Rezone land to the south of Frizon Street bounded by the Forrest-Apollo Bay Road and Titchs Track from FZ to RLZ with a new Schedule specifying minimum lot sizes to reflect the actual land use on site.

**4.1.3 Implementation**

| IMPLEMENTATION |                          |                           |                        |                     |          |   |   |   |
|----------------|--------------------------|---------------------------|------------------------|---------------------|----------|---|---|---|
| Strategy       | Planning Scheme Changes  |                           |                        |                     | Priority |   |   |   |
|                | Change to Zone / Overlay | Change to LPPF            | Further Strategic Work | Responsibility      | 1        | 2 | 3 | 4 |
| 1              | No                       | Clause 21.03 - Settlement | No                     | Council             |          |   |   |   |
| 2              | No                       | Clause 21.03 - Settlement | No                     | Council / Developer |          |   |   |   |
| 3              | Yes                      | No                        | No                     | Council             |          |   |   |   |
| 4              | Yes                      | No                        | No                     | Council             |          |   |   |   |
| 5              | Yes                      | No                        | No                     | Council             |          |   |   |   |

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## 5 Economic Development

### 5.1 Town Centre

Historically, Forrest's town centre was focused around Station Street, with township development influenced by the regional railway system (closing in 1957) and the location of the town's sawmilling operations. Today, the core town elements of Forrest are focussed around Grant Street.

Grant Street contains a primary school, public hall and a few small shops. The school also doubles as a child and maternal health outreach facility, providing key services to the locals. Grant Street is also characterised by some small-scale short-stay accommodation, including Forrest Country Guest House, Ti Tree Cottages and 'the Church'.

In essence, the structure of Grant Street, with its mix of civic, residential and modest commercial uses set back from a service road, has meant that a definable town centre has not emerged – unlike many other small towns in the Shire. While residents can easily navigate their way to key land uses, it is considered that there is merit in some form of consolidation of commercial uses within a defined part of Grant Street in order to provide a clear focal point for the important tourist market. This will grow in importance as the role of Forrest as an outdoor recreation destination expands.

It is considered that the recently developed micro brewery may pave the way for other new micro enterprises to establish in Forrest, potentially businesses with a focus on rural produce. This type of commercial offer would certainly reflect the wants of the tourist market.

It is not expected that the town centre will contain more than a handful of businesses, however that these business will cater to a greater range of needs for the broader non resident market than what is currently present. With this, opportunities to expand local convenience retailing to service the local convenience needs might arise. This would be a positive outcome for town.

#### 5.1.1 Objectives

1. Increase retail oriented opportunities including accommodation in Grant Street.
2. Continue to support mixed uses in town centre.
3. Encourage diverse local business opportunities.

**5.1.2 Strategies**

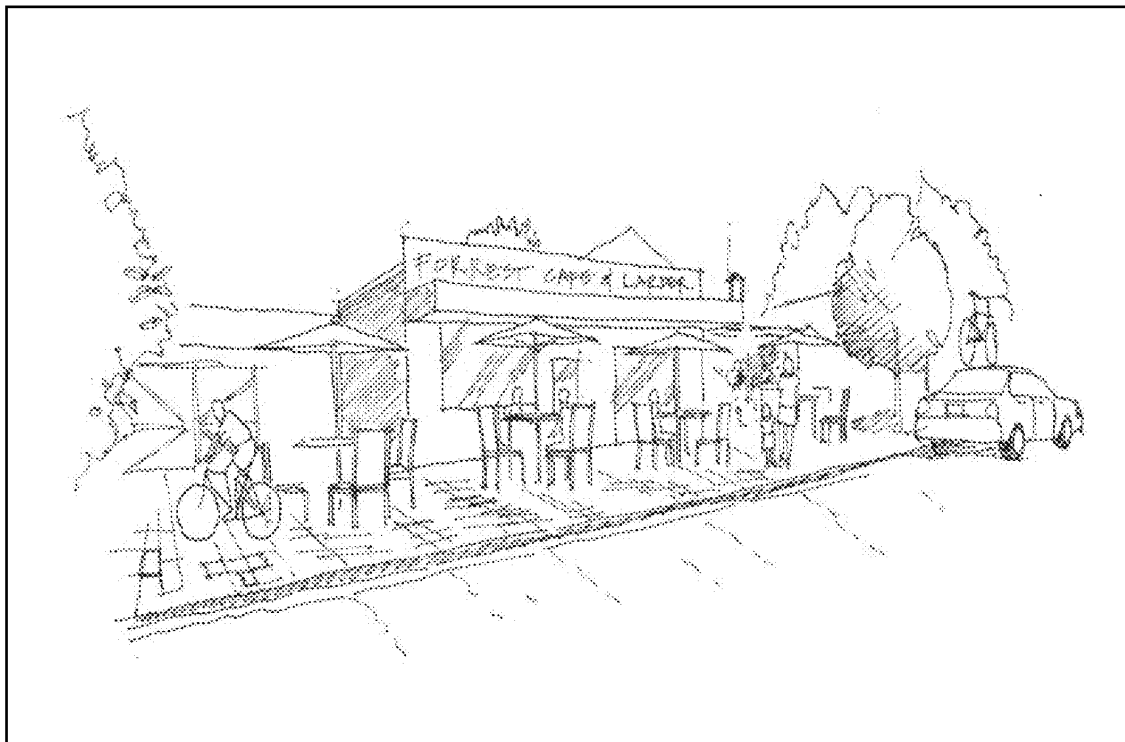
1. Concentrate commercial uses along Grant Street between the Community Hall and Turner Drive/Blundy Street.
2. Encourage the location of the following land uses along Grant Street between the Community Hall and Turner Drive/Blundy Street.
  - Small scale businesses providing convenience retail, dining / cafes, as well as rural produce based micro enterprises.
  - Bed and breakfast and other like accommodation facilities are encouraged.
3. Encourage the re-development of the existing general store to provide additional floor space, an active street front and expanded provision of retail / commercial services.
4. Encourage and consolidate street based retailing in the form of cafes and outdoor seating on the eastern side of Grant Street (as shown in Figure 2). To achieve this strategy the footpaths should be expanded along the west side where possible utilising the nature strip/road. New footpaths should be constructed along the east side to approximately 3-5 metres as appropriate to accommodate pedestrian movement, seating and bicycle parking.
5. Support ongoing opportunities for School facilities (computers/library) to be used by the local community.
6. Ensure any new developments are of a design that incorporates the whole street including the footpaths to create active streets.

| Strategy | IMPLEMENTATION           |                                     |                    |                        | Priority       |   |   |   |   |
|----------|--------------------------|-------------------------------------|--------------------|------------------------|----------------|---|---|---|---|
|          | Planning Scheme Changes  |                                     |                    | Further Strategic Work | Responsibility | 1 | 2 | 3 | 4 |
|          | Change to Zone / Overlay | Change to LPPF                      |                    |                        |                |   |   |   |   |
| 1        | No                       | Clause 21.05 - Economic Development | No                 | Council /              |                |   |   |   |   |
| 2        | No                       | Clause 21.05 - Economic Development | No                 | Council / Developer    |                |   |   |   |   |
| 3        | No                       | Clause 21.05 - Economic Development | No                 | Council / Developer    |                |   |   |   |   |
| 4        | No                       | Clause 21.05 - Economic Development | Yes <sup>(1)</sup> | Council                |                |   |   |   |   |
| 5        | No                       | Clause 21.05 - Economic Development | No                 | Council / Developer    |                |   |   |   |   |
| 6        | No                       | Clause 21.05 - Economic Development | No                 | Council / Developer    |                |   |   |   |   |

Recommended Further Work

(1) Council to review current footpaths within Forrest with the aim of accommodating multi function uses along Grant Street.

Figure 2 Indicative Interactive Streetscape



## 5.2 Tourism

The unique environmental qualities of Forrest and its proximity to the Great Otway National Park make it a highly sought after destination for outdoor recreation and leisure pursuits, specifically mountain biking and kayaking. Tourist infrastructure is well established in terms of signage, camping areas, trails, shelters and picnic areas including a mountain bike drop off location at the edge of town.

At present, there is no evidence of any supporting tourist infrastructure for bike, kayak or camping hire. Given the popularity of this destination for these activities, it would seem there would be merit in providing such a facility in town.

There are currently no public change room areas, showers or lockers provided in Forrest to cater for the needs of tourists post exercise. This is particularly relevant to the mountain bikers, who currently have nowhere to dry off / change clothes after hitting the trails and have nowhere to store their bikes. This means that bikes are strewn in the street on the footpath in front of the café, and that people that aren't staying overnight in town might be reluctant to spend time in town after they have finished cycling. To capture the tourist dollar as effectively as possible, opportunities for people to spend longer in town should be catered for. To maximise efficiencies, it is considered that this type of infrastructure should be located at the current mountain bike drop off location to be used in conjunction with the picnic facilities and toilets. There also an opportunity to improve the gateways to Forrest by establishing landscape / built form treatments to acknowledge entry into the town.

There is also a need to expand the accommodation offer to meet the growing and diverse needs to the tourist population. B&B's, group accommodation and boutique serviced apartments should be on offer in town. Group accommodation is a particular market that has relevance for large groups including school camps, weekenders etc. This type of accommodation, similar to that in the ski fields, could be co-located with a tourist hire business to cater for recreation needs in one consolidated location. A potential location for group accommodation of this nature could be the old timber mill site; it is acknowledged this site is included in the future residential land supply equation. Group accommodation is a component of the residential market which reflects the overall role and function of the town, this type of outcome on the site will not limit the overall residential supply to an unsustainable level and should be pursued if considered appropriate.

### 5.2.1 Objectives

1. Increase the offer of tourist based activities and accommodation.
2. Encourage major sporting events in Forrest.

### 5.2.2 Strategies

1. Encourage the development of tourist infrastructure including bed and breakfast, group accommodation, farmers markets, rural produce, café, restaurants, eateries and the like.
2. Investigate opportunities for group accommodation to locate on the old Timber Mill site adapting any existing buildings as appropriate. This strategy should be facilitated through Councils economic development unit with the private sector.

3. Encourage establishment of town based equipment hire and tour groups to support tourist recreational needs.
4. Explore opportunities to develop public showers and lockers in association with existing public toilet and picnic area at the mountain bike drop off locations to the north of town.
5. Explore opportunities to develop gateway treatments to the north and south of Forrest at the entrances along Grant Street, as shown in Figure 4.
6. In conjunction with Regional Development Victoria and Tourism Victoria, Council should facilitate opportunities to locate recreational events in Forrest. A specific marketing campaign should be established to achieve this outcome.
7. Encourage niche speciality business to locate in town in the form of the cellar door, rural produce stores and the like.

| IMPLEMENTATION |                          |                                     |                        |                                                                                              |          |   |   |   |
|----------------|--------------------------|-------------------------------------|------------------------|----------------------------------------------------------------------------------------------|----------|---|---|---|
| Strategy       | Planning Scheme Changes  |                                     |                        |                                                                                              | Priority |   |   |   |
|                | Change to Zone / Overlay | Change to LPPF                      | Further Strategic Work | Responsibility                                                                               | 1        | 2 | 3 | 4 |
| 1              | No                       | Clause 21.05 - Economic Development | No                     | Council /                                                                                    |          |   |   |   |
| 2              | No                       | Clause 21.05 - Economic Development | No                     | Council                                                                                      |          |   |   |   |
| 3              | No                       | Clause 21.05 - Economic Development | No                     | Council                                                                                      |          |   |   |   |
| 4              | No                       | Clause 21.05 - Economic Development | No                     | Council / Developer                                                                          |          |   |   |   |
| 5              | No                       | Clause 21.05 - Economic Development | No                     |                                                                                              |          |   |   |   |
| 6              | No                       | Clause 21.05 - Economic Development | No                     | Council / Regional Development Victoria / Local businesses, organisations and sporting clubs |          |   |   |   |
| 7              | No                       | Clause 21.05 - Economic Development | No                     |                                                                                              |          |   |   |   |



## 6 Environment

### 6.1 Heritage

The heritage aspects of Forrest can be grouped into two categories, Cultural and European.

Cultural heritage is a significant aspect within Forrest. Throughout the areas of the Great Otway National Park, there are 4 Traditional Indigenous Owners: the Wathaurung, Gulidjan, Gadubanud, and Kirrae Whurrong people. Their spiritual and physical connections to places surrounding Forrest go back tens of thousand of years, evident through artefact scatterings found east of the Township.

European settlement in the 1890's was initiated by the railway and forest industry. Little evidence of Forrest's original buildings exists; much of Forrest's infrastructure and timber mills were located in surrounding bushland. Yet, regardless of the lack of original buildings, Forrest's European history is relatively well-documented. The Forrest History Walk is available for tourists and is a one hour township walk incorporating 27 sites of local European heritage, marked by interpretation panels. Anecdotal evidence suggests these heritage markers are currently not linked in an easily legible way, limiting the ability to tell the historical story of Forrest to visitors. There is an opportunity to improve the connection of the historical aspects of Forrest with other existing activities.

The ability to retain and celebrate these heritage aspects is an important aspect in maintaining sense of place and identity in Forrest.

#### 6.1.1 Objectives

1. Protect European heritage elements.
2. Articulate heritage in the public realm.
3. Protect places and areas of cultural heritage significance and encourage development and adaptation where appropriate that does not detract from their significance.

#### 6.1.2 Strategies

1. Identify, conserve and protect places of cultural heritage value from inappropriate development.
2. Integrate the existing European history of a timber town into sites of interest and re-development opportunities. Encourage the further investigation of the Timber Mill site along Station Street for future re-development opportunities which may include adaptation of redundant mill infrastructure as relevant. Any development on this site should include interpretative signage / displays that tell the story of the past use of the site.
3. In conjunction with the local community investigate the potential for heritage artefacts to be consolidated in a heritage centre or interactive display. Opportunities exist to share the town's story through an interactive display of existing artefacts embracing the European history of Forrest along Grant Street.

| IMPLEMENTATION |                          |                                          |                        |                     |          |   |   |   |
|----------------|--------------------------|------------------------------------------|------------------------|---------------------|----------|---|---|---|
| Strategy       | Planning Scheme Changes  |                                          |                        |                     | Priority |   |   |   |
|                | Change to Zone / Overlay | Change to LPPF                           | Further Strategic Work | Responsibility      | 1        | 2 | 3 | 4 |
| 1              | No                       | Clause 21.01 - Heritage Places and Areas | No                     | Council /           |          |   |   |   |
| 2              | No                       | Clause 21.01 - Heritage Places and Areas | No                     | Council / Developer |          |   |   |   |
| 3              | No                       | Clause 21.01 - Heritage Places and Areas | No                     | Council / Community |          |   |   |   |

**6.2 Open Space / Recreation**

The Structure Plan recognises the range of recreation opportunities in and around town specifically relating to Forrest’s connections with the Otway National Park, including mountain bike trails, kayaking and camping.

Currently Forrest is serviced with six designated bike trails in and around the town, there are numerous other trails throughout the Otway’s which can also be utilised. A designated bike shelter with basic amenities is currently located on the south west corner of Riverdale Lane and the Forrest Apollo Bay Road.

As discussed in Section 7: Tourism, opportunities to expand the tourist infrastructure at this site is encouraged including the provision of bike lockers and public showers / change rooms. This type of infrastructure is particularly important to users in the winter time. Currently there is no provision of bicycle parking or pedestrian seating in town. As a way to encourage more localised walking and cycling trips, and to cater for the needs of visitors to town, this type of infrastructure is encouraged, particularly in Grant Street.

Football, netball and tennis are an important part of the recreation mix in Forrest. The football ground is located outside of town but is connected via the rail trail and Forrest-Birregurra Road. Catering to the locals needs in terms of organised sports, these clubs contribute to a strong sense of identity for the town. Providing for the ongoing needs of the club is important.

**6.2.1 Objectives**

1. Encourage the provision of and linkages of open space.
2. Encourage appropriate provisional recreational activities.
3. Improve recreational facilities.

**6.2.2 Strategies**

1. Encourage public seating in Grant Street that is designed in an attractive and functional manner.
2. Improve footpaths along Grant Street to cater for both bicycle and pedestrian movements.
3. Introduce attractive and functional bicycle facilities in the form of:
  - Bicycle racks, located near commercial businesses;
  - Lockers and appropriate lockable storage at Mountain Bike drop off point (south west corner of Riverdale Lane and the Forrest Apollo Bay Road).
4. At the current Mountain Bike drop off point expanded facilities as shown in Figure 3 will be encouraged.
5. In an appropriate location a bicycle store consisting of sales, hire, and maintenance or the like should be encouraged. This business should not be limited to bicycles only but may also include other forms of recreational equipment as required within the Forrest location.

| IMPLEMENTATION |                          |                                     |                        |                     |          |   |   |   |
|----------------|--------------------------|-------------------------------------|------------------------|---------------------|----------|---|---|---|
| Strategy       | Planning Scheme Changes  |                                     |                        |                     | Priority |   |   |   |
|                | Change to Zone / Overlay | Change to LPPF                      | Further Strategic Work | Responsibility      | 1        | 2 | 3 | 4 |
| 1              | No                       | Clause 21.05 - Economic Development | No                     | Council /           |          |   |   |   |
| 2              | No                       | Clause 21.05 - Economic Development | Yes <sup>(1)</sup>     | Council             |          |   |   |   |
| 3              | No                       | Clause 21.05 - Economic Development | No                     | Council             |          |   |   |   |
| 4              | No                       | Clause 21.05 - Economic Development | No                     | Council             |          |   |   |   |
| 5              | No                       | Clause 21.05 - Economic Development | No                     | Council / Developer |          |   |   |   |

Recommended Further Work

(1)Council to review current footpaths within Forrest with the aim of accommodating multi function uses along Grant Street.

Figure 3 Example Public Showers / Change Room Facilities



**Figure 4** Indicative gateway treatment for mountain bike drop off area.



16 © CPG Australia

### 6.3 Natural Environment

The need to retain and protect Forrest's surrounding natural environment into the future is a significant aspect of the Structure Plan. Within Forrest and the surrounding region there are numerous environmental factors which need to be considered including native vegetation, land stability, flooding and wildfire.

Native Vegetation is protected under the Environment Protection and Biodiversity Conservation Act. In Victoria, there are approximately 300 Ecological Vegetation Classes or EVC's. There are numerous Ecological Vegetation Classes (EVC) present in large patches within and surrounding Forest they are: 16 Lowland Forest, 18 Riparian Forest, 30 Wet Forest, 45 Shrubby Foothill Forest, 48 Heathy Woodland, 83 Swampy Riparian woodland and 201 Shrubby Wet Forest. The Structure Plan aims to recognise these EVC and their relevant conservation status.

Forest is acknowledged to be susceptible to landslip, flooding and fire hazards. Forrest is within an Environmental Management Overlay to manage the risks associated with erosion specifically land slides.

In terms of flooding, the town generally drains to the east and west of Grant Street with the eastern side leading towards the West Branch of the Barwon River. The river is covered by the Land Subject to Inundation Overlay. It should also be noted that some parts of the town have been identified as flood prone.

Forrest is of particular risk to bushfires especially wildfire due to its proximity to the densely forested vegetation. The recently released report by the 2009 Victorian Bushfire Royal Commission outlined three key recommendations around the validity of allowing settlements to be located in areas of high fire risk:

- Recommendation 39, the State amending the Victorian Planning Provisions relating to bushfire.
- Recommendation 40, the CFA amending its guidelines for assessing development in areas of fire risk.
- Recommendation 46, the State develop and implement a retreat and resettlement strategy for existing developments in areas of unacceptably high bushfire risk.

It is yet to be determined whether these recommendations will be accepted by State Government, however based on these recommendations, Colac Otway Shire must be careful in promoting further expansion of settlements located in areas of extreme bushfire risk.

#### 6.3.1 Objectives

1. Protect significant environmental attributes.
2. Recognise both the biodiversity and landscape values of flora.
3. Recognise the presence of Ecological Vegetation Class's and their relevant conservation status.

**6.3.2 Strategies**

1. Maintain biodiversity through the protection of significant habitats including remnant vegetation.
2. Ensure land use and development does not detrimentally impact upon identified significant flora and fauna habitats, including areas of roadside vegetation.
3. Ensure land identified as being covered by Ecological Vegetation Class (EVC) 83 Swampy Riparian Woodland and EVC 18 Riparian Forest are protected through conservation. Consideration of Vegetation Significance Overlay should be explored where appropriate.
4. Ensure development which is likely to increase the number of people in areas of risk to fire meet specific construction requirements as outlined by CFA and within the WMO.

| IMPLEMENTATION |                          |                            |                        |                     |          |   |   |   |
|----------------|--------------------------|----------------------------|------------------------|---------------------|----------|---|---|---|
| Strategy       | Planning Scheme Changes  |                            |                        |                     | Priority |   |   |   |
|                | Change to Zone / Overlay | Change to LPPF             | Further Strategic Work | Responsibility      | 1        | 2 | 3 | 4 |
| 1              | No                       | Clause 21.04 - Environment | No                     | Council / DSE       |          |   |   |   |
| 2              | No                       | Clause 21.04 - Environment | No                     | Council / DSE       |          |   |   |   |
| 3              | No                       | Clause 21.04 - Environment | No                     | Council / DSE / CMA |          |   |   |   |
| 4              | No                       | Clause 21.04 - Environment | No                     | Council / DSE / CFA |          |   |   |   |

# 7 Access and Movement

## 7.1 Access and Movement

Like many small regional towns within Victoria, Forrest is predominantly reliant on motor vehicles for transport with limited public transport options. In terms of public transport, currently Forrest is serviced with three bus services a day generally travelling to and from Colac and Apollo Bay.

Grant Street is the main street within Forrest and is currently used by local traffic, regional traffic and heavy vehicles accessing the Otways. Despite the mix of user groups, traffic is distributed throughout the day in a manner that minimises impacts on movement and access. Car parking is limited along Grant Street.

Any new developments should ensure they are satisfactorily connected to the existing road network to ensure safe access is available to and from each site.

### 7.1.1 Objectives

1. Provide appropriate public transport options for the community.
2. Provide an appropriate road hierarchy .
3. Encourage opportunities for walking and cycling.

### 7.1.2 Strategies

1. Provide adequate car parking facilities to be established in proximity to tourist attractions and recreation destinations, allowing for caravans and trailer vehicles.
2. Ensure new developments are connected to the existing street network or provide appropriate connections in accordance with Council Road Design specifications.
3. Upgrade the footpath on the western side of Grant Street from the Mountain Bike drop off point to town centre to be Disability Discrimination Act (DDA) compliant.
4. Provide in an appropriate location for a bus shelter and seating in Grant Street.

| IMPLEMENTATION |                          |                                     |                        |                |          |   |   |   |
|----------------|--------------------------|-------------------------------------|------------------------|----------------|----------|---|---|---|
| Strategy       | Planning Scheme Changes  |                                     |                        |                | Priority |   |   |   |
|                | Change to Zone / Overlay | Change to LPPF                      | Further Strategic Work | Responsibility | 1        | 2 | 3 | 4 |
| 1              | No                       | Clause 21.05 - Economic Development | No                     | Council        |          |   |   |   |
| 2              | No                       | Clause 21.05 - Economic Development | No                     | Council        |          |   |   |   |
| 3              | No                       | Clause 21.05 - Economic Development | No                     | Council        |          |   |   |   |
| 4              | No                       | Clause 21.05 - Economic Development | No                     | Council        |          |   |   |   |

## 8 Physical Services

### 8.1 Services Infrastructure

Forrest is limited in the way of utility infrastructure, there is no reticulated sewer or gas and given the current population and expected growth over the next 10 – 20 years, it is unlikely that it will be practical for reticulated sewer to be implemented.

As identified within the Issues Paper: Wastewater Management Forrest (2005) groundwater is sufficiently deep at all locations to be of little concern during for the implementation of traditional sewerage works.

Forrest is located on a ridge, resulting in the township draining to the east and west of Grant Street, towards the West Branch of the Barwon River, drainage throughout Forrest generally consists of wide open swale drains adjacent formed and unformed roads. It is considered that this form of drainage, specifically along Grant Street, is impractical and requires review.

#### 8.1.1 Objectives

1. Improve drainage.

#### 8.1.2 Strategies

1. Council to undertake a review of drainage throughout Forrest and undertake relevant upgrades.
2. Ensure new developments use sustainable wastewater technology.

| IMPLEMENTATION |                          |                                     |                        |                |          |   |   |   |
|----------------|--------------------------|-------------------------------------|------------------------|----------------|----------|---|---|---|
| Strategy       | Planning Scheme Changes  |                                     |                        |                | Priority |   |   |   |
|                | Change to Zone / Overlay | Change to LPPF                      | Further Strategic Work | Responsibility | 1        | 2 | 3 | 4 |
| 1              | No                       | Clause 21.05 - Economic Development | Yes <sup>(1)</sup>     | Council        |          |   |   |   |
| 2              | No                       | Clause 21.05 - Economic Development | No                     | Council        |          |   |   |   |

Recommended Further Work

- (1) Council to undertake drainage review.



## 9 Community Infrastructure

### 9.1 Social and Community Facilities

Forrest’s community core (focussed around Primary School and Community house) is a key location for social interaction and the provision of community and health services and facilities.

A number of key facilities are available in Forrest for the use of its residents. Key community infrastructure includes:

- Primary school (current enrolment of 35, employing 2 FT teachers); with synergies with the visiting Maternal Child Health (MCH) of concern to the community is the falling number of young children residing in the town. As repeatedly expressed during consultation, more young children are needed in order to keep the school open.
- Visiting MCH (based at the primary school)
- Pre-school
- Community house, including community information area, upgraded amenities, commercial kitchen, stage and large hall and synergies with the mobile library
- Medical centre, hosting a visiting GP approximately 2 days per week

The strategies contained in the Structure Plan related to settlement assume a small increase in the population over the next 10 – 20 years. We recognise there may be a desire for more medical

and health services to be provided more frequently, however the service provision is based on population demographic thresholds. Given the relatively small size of the local population it is expected services are likely to continue at their current level.

Support for the continuation of health and community services should be provided by Council.

### 9.1 Objectives

1. Provide for community and health related services.
2. Provide a healthy, safe and caring environment where access and equity are priorities.

### 9.1.2 Strategies

1. Advocate for the ongoing provision of quality, accessible health, community and educational services in Forrest as relevant to the needs of the resident population.
2. Support on going community use of equipment and services at the Primary School as appropriate including computers, library and sporting equipment.

| IMPLEMENTATION |                          |                                     |                        |                |          |   |   |   |
|----------------|--------------------------|-------------------------------------|------------------------|----------------|----------|---|---|---|
| Strategy       | Planning Scheme Changes  |                                     |                        |                | Priority |   |   |   |
|                | Change to Zone / Overlay | Change to LPPF                      | Further Strategic Work | Responsibility | 1        | 2 | 3 | 4 |
| 1              | No                       | Clause 21.05 - Economic Development | No                     | Council        |          |   |   |   |
| 2              | No                       | Clause 21.05 - Economic Development | No                     | Council        |          |   |   |   |

## 10 Implementation and Review

The overarching Strategy recommended by this Structure Plan is to implement the Structure Plan and its key strategies into the Colac Otway Shire Planning Scheme.

It is recommended that the implementation of the Structure Plan:

- Include the Structure Plan as a Reference Document in the Colac Otway Shire Planning Scheme;
- Revise and update the Local Planning Policy Framework, including the Municipal Strategic Statement, to give immediate effect to specific Strategies identified in this report; and
- Set out the further strategic work that should be undertaken to enable the implementation of other specific Strategies.

Recommended timeframes for the implementation of each identified Strategy in this section of the report are provided to guide the allocation of funding and resources. The range of recommended timeframes is;

- Priority 1 (1-5 years)
- Priority 2 (6-10years)
- Priority 3 (11-15 years)
- Priority 4 (16-20 years)

The DPCD requires Structure Plans to be reviewed every 5 years. It is recommended that an interim review occur at 3 years, to monitor and review the progress of key recommendations. This needs to take into account newly released ABS data, demographic analysis, VCAT decisions, panel reports and revisions to State policy, and review assumptions contained in the Structure Plan as relevant.



GPS  
Target 100  
Data: Birregurra, Forrest, Birregurra, Forrest, Birregurra, Forrest



**CONSENT CALENDAR**

**OFFICERS' REPORT**

D = Discussion  
W = Withdrawal

| ITEM                                                                                                                                                                                                                                                                                                                                                            | D | W |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|---|
| <p><b><u>GENERAL BUSINESS</u></b></p> <p><b><u>OM102710-11 ASSEMBLY OF COUNCILLORS</u></b></p> <p>Department: General Business</p> <p><b><u>Recommendation(s)</u></b></p> <p><i>That Council notes the Assembly of Councillors reports for the Central Reserve Advisory Committee meeting of 6 October 2010 and Councillor workshop of 13 October 2010.</i></p> |   |   |

**Recommendation**

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

**MOVED** .....

**SECONDED** .....



**OM102710-11 ASSEMBLY OF COUNCILLORS**

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

Recent changes to the *Local Government Act 1989* and Regulations have redefined Assemblies of Councillors to include advisory committee meetings attended by at least one Councillor and planned/scheduled meetings involving at least half the Councillors and an officer.

It is now a requirement that the record of an assembly is to be reported to the next practicable Council meeting and be included in the minutes of that meeting, instead of being made available for public inspection.

The following Assemblies of Councillors have been held since the changes came into force on the 24 September 2010:

|                 |                                    |
|-----------------|------------------------------------|
| 6 October 2010  | Central Reserve Advisory Committee |
| 13 October 2010 | Councillor Workshop                |

**Attachments**

1. Central Reserve Advisory Committee
2. Councillor Workshop - 13 October 2010

**Recommendation(s)**

***That Council notes the Assembly of Councillors reports for the Central Reserve Advisory Committee meeting of 6 October 2010 and Councillor Workshop of 13 October 2010.***

~~~~~\) ~~~~~







### Assembly of Councillors Record

This Form MUST be completed by the attending Council Officer and returned IMMEDIATELY to Document Management Co-ordinator for filing. A copy of the completed form must be provided to the Executive Officer to the CEO, Mayor & Councillors for reporting at the next Ordinary Council Meeting.

#### Assembly Details:

Date: 6 October 2010

Time: 5:15pm – 7:00pm

#### Assembly Location: Bluewater Fitness Centre

(some e.g's. COPACC, Colac Otway Shire Offices, 2 - 6 Rae Street, Colac, Shire Offices – Nelson Street, Apollo Bay

#### In Attendance:

Councillors: Cr Brian Crook was noted as an apology

...../...../...../.....

Officer/s: Ian Seuren – Manager Recreation, Arts and Culture

...../...../...../.....

Matter/s Discussed: See attached meeting agenda.

.....  
(some e.g's. Discussion s with property owners and/or residents, Planning Permit Application No. xxxx re proposed development at No. xx Pascoe Street, Apollo Bay, Council Plan steering committee with Councillors and officers.)

#### Conflict of Interest Disclosures: (refer page 5)

Councillors: Not applicable

...../...../...../.....

Officer/s: Not applicable

...../...../...../.....

Left meeting at: Not applicable

Completed by: Ian Seuren – Manager, Recreation, Arts and Culture

|  |   |            |
|--|---|------------|
| <br><b>Agenda</b> | <h1>Central Reserve Advisory Committee</h1> <p>Wednesday 6 October 2010<br/>5:15pm-7:00pm<br/>Bluewater Fitness Centre Meeting Room</p>   |            |
|  | <p><b>INVITEES:</b></p> <p>Ian Seuren (Colac Otway Shire)<br/> Bruce Roberts (Colac Football Netball Club Inc.)<br/> Helen Gibson (Colac Football Netball Club Inc.)<br/> Graham Tevelein (Colac Youth &amp; Recreation Club)<br/> Rob Osborne (Colac &amp; District Cricket Association Inc.)<br/> Val Russell (Colac &amp; District F/L Netball Association Inc.)<br/> Bob Mason (Colac &amp; District Football Netball League)<br/> Sam McDonald (Colac Auskick)<br/> Gerard Kavanagh (Little Athletics Colac)<br/> Terry Stephens (Colac &amp; District Dog Obedience Club)</p> |            |
|  | <h2>Agenda topics</h2>  |            |
| 1.   | <p><b>APOLOGIES:</b></p> <p>Cr. Brian Crook (Colac Otway Shire)<br/> Nick Lang (Colac Football &amp; Netball Club Inc.)<br/> Nick Hay (Colac &amp; District Cricket Association)</p>  |            |
| 2.   | WELCOME   | Ian Seuren |
| 3.   | Confirmation of Minutes from Previous Meeting   |            |
| 4.   | Joint Use Library – Official Opening  | Ian Seuren |
| 6.   | <p>CYRC Facility Improvement - Designs<br/> CYRC/CNC – Develop user agreement</p>   | Ian Seuren |
| 7.   | <p>Facilities Maintenance Report (Infrastructure)<br/> Grounds Maintenance Report (CosWorks)</p>  | Ian Seuren |
| 8.   | <p>Hockey Fields – Verandah<br/> Installation of cage to prevent ongoing vandalism</p>  | Ian Seuren |
| 9.   | <p>Skate Park Update<br/> Bollards to be installed as part of skatepark redevelopment</p>   | Ian Seuren |
| 10.  | <p>Central Reserve Masterplan<br/> Central Reserve Oval Redevelopment<br/> SportsTurf Consultants – Design<br/> Plans/Specifications<br/> Colac Football Netball Club – Facility Upgrade</p>  | Ian Seuren |
| 11.  | Update from User Group Representatives  | All        |
| 12.  | <p>General Business</p> <ul style="list-style-type: none"> <li>- Terms of Reference</li> <li>- Little Athletics – installation of bollards around shot put areas</li> </ul>   | All        |
| 13.  | Items for future meetings   |            |



# Agenda

# Councillor Workshop

Wednesday, 13 October 2010  
COPACC Meeting Room  
9.00 am to 5.30 pm

**ATTENDEES:**

Cr Russell (Mayor), Cr Buchanan, Cr Stephen Hart, Cr Stuart Hart,  
Cr Higgins (until 2.00pm), Cr Crook (until 3.50pm)  
Rob Small (CEO)  
Jack Green (GM, Sustainable Planning & Development)  
Colin Hayman (GM, Corporate & Community Services)  
Neil Allen (GM, Infrastructure & Services)

**Part:**

Anne Sorensen  
Paula Gardiner  
Doug McNeill  
Don Lewis  
Brett Exelby  
Malcolm Lewis, CT Management  
Adam Lehmann & Michael Swanson

| Agenda Topics       |   |  |
|---------------------|---|--|
| 9.00 am             | Declaration of Interest<br>Nil  |  |
| 9.00 am – 9.30 am   | Planning Scheme Review  | Doug McNeill/Don Lewis<br>(½hr)                    |
| 9.30 am – 10.00 am  | Planning Committee Briefing Session   |  |
| 10.00am – 10.30am   | Library Annexe<br>Queen Street Construction<br>Liquor Licensing – Colac Football Club | Rob Small<br>Paula Gardiner<br>Colin Hayman        |
| 10.30 am – 11.30am  | Planning Committee Meeting  |  |
| 11.30 am – 12.30 pm | Birregurra/Forrest Structure Plan   | Paul Marsden, Anne<br>Sorensen, CPG<br>Consultants |
| 12.30 pm – 1.00 pm  | Lunch   |  |
| 1.00 pm – 4.30pm    | 2011/2012 Budget Process  | Rob Small/Colin<br>Hayman/Brett Exelby<br>(3½hrs)  |
| 4.30 pm – 5.00 pm   | CRLC Deed of Amendment  | Colin Hayman (1/2 hr)                              |
| 5.00pm – 5.30 pm    | CEO's Employment Conditions   | Rob Small (1/2 hr)                                 |

**Confidentiality Statement:**

The discussion on the CEO's Employment Conditions is deemed confidential under section 89(2) (a) (d) and (h) of the Local Government Act 1989 as the report refers to personnel matters, contractual matters: and any other matter which would prejudice the Council or any person.

Rob Small  
Chief Executive Officer



**OM102710-12      PETROL PRICING IN COLAC AND APOLLO BAY (CR  
BRIAN CROOK)**

TAKE NOTICE that it is my intention to move at the Ordinary Council Meeting of the Colac Otway Shire to be held on 27 October 2010:

*Residents of this Shire have for many years been mystified and frustrated at the price of fuel in this area compared to Geelong. It appears that a lack of competition and perhaps excessive profit taking is occurring at the expense of country people. This situation is difficult to understand when we live so close to the fuel refinery process. For years this community has voiced its concerns. There have been numerous newspaper articles and letters to the editor over the years but no real change at the bowser. I believe Council should take a lead and attempt to do something about this injustice on behalf of all ratepayers and residents.*

*I move that:*

*Council, on behalf of this Shire, invite representatives for the following groups to a meeting with Council to explain to us:*

- 1. Why petrol prices in Colac and Apollo Bay are consistently and excessively higher than Geelong?*
- 2. Why is there such little movement on price, or price variation, between competitors?*
- 3. What can be done to rectify this situation?*

*We should seek representation from the ACCC, petrol companies, petrol distributors, owners of local outlets and the federal member for Corangamite, Darren Cheeseman. The results of this discussion will determine Council's direction on the matter.*

**Recommendation**

***That Council consider the contents of this Notice of Motion.***

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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:***

| <b>SUBJECT</b>                                                                                                               | <b>REASON</b>                                                                                                                                     | <b>SECTION OF ACT</b>      |
|------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|
| Status Of Dicom Awt Operations Pty Ltd Contract - Total Waste Management                                                     | this matter deals with contractual matters                                                                                                        | Section 89 (2) (d)         |
| Contract Approval - Contract 1019 - Supply, Fitting And Service Of Tyres, Tubes And Automotive Batteries (MAV Tender TB2517) | this matter deals with contractual matters                                                                                                        | Section 89 (2) (d)         |
| Banking Services Tender                                                                                                      | this matter deals with contractual matters                                                                                                        | Section 89 (2) (d)         |
| 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) |