



Colac Otway
SHIRE

AGENDA

ORDINARY COUNCIL MEETING
OF THE
COLAC-OTWAY SHIRE
COUNCIL

25 JANUARY 2012

at 6:00 PM

COPACC Meeting Rooms

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

25 JANUARY 2012

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NOTICE is hereby given that the next *ORDINARY COUNCIL MEETING OF THE COLAC-OTWAY SHIRE COUNCIL* will be held in COPACC Meeting Rooms on 25 January 2012 at 6.00 PM.

AGENDA

1. OPENING PRAYER

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

2. PRESENT

3. APOLOGIES

4. MAYORAL STATEMENT

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

Colac Otway Shire encourages active community input and participation in Council decisions. Council meetings provide one of these opportunities as members of the community may ask questions to Council either verbally at the meeting or in writing.

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

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

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

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

5. QUESTION TIME

6. DECLARATION OF INTEREST

7. CONFIRMATION OF MINUTES

- **Ordinary Council Meeting held on the 21/12/11.**

Recommendation

That Council confirm the above minutes.

OFFICERS' REPORTS

Chief Executive Officer

- OM122501-1 CEO'S PROGRESS REPORT TO COUNCIL
- OM122501-2 G21 REGIONAL ALLIANCE MEMBERSHIP
- OM122501-3 GREAT SOUTH COAST GROUP MEMBERSHIP

Corporate and Community Services

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- OM122501-8 SECOND QUARTER PERFORMANCE REPORT 2011-2012
- OM122501-9 SECOND QUARTER FINANCIAL PERFORMANCE REPORT 2011-2012

Infrastructure and Services

- OM122501-10 SPECIAL CHARGE SCHEME ABANDONMENT - MORLEY AVENUE, WYE RIVER
- OM122501-11 FORREST CAR PARKING PETITION

Sustainable Planning and Development

- OM122501-12 FORREST TO BIRREGURRA TIGER RAIL TRAIL
- OM122501-13 PLANNING POLICY RELATING TO GAMING PREMISES
- OM122501-14 COLAC OTWAY SHIRE COUNCIL ENVIRONMENTAL SUSTAINABILITY POLICY
- OM122501-15 MUNICIPAL RELIEF AND RECOVERY PLAN
- OM122501-16 MUNICIPAL EMERGENCY MANAGEMENT PLAN

General Business

- OM122501-17 ASSEMBLY OF COUNCILLORS

Notice of Motion

- OM122501-18 REGIONAL DEVELOPMENT AUSTRALIA FUNDING ROUND TWO

Rob Small
Chief Executive Officer

CONSENT CALENDAR

OFFICERS' REPORT

**D = Discussion
W = Withdrawal**

ITEM	D	W
<p><u>CHIEF EXECUTIVE OFFICER</u></p> <p><u>OM122501-1</u> <u>CEO'S PROGRESS REPORT TO COUNCIL</u></p> <p>Department: Executive</p> <p><i><u>Recommendation(s)</u></i></p> <p><i>That Council notes the CEO's Progress Report to Council.</i></p>		
<p><u>OM122501-2</u> <u>G21 REGIONAL ALLIANCE MEMBERSHIP</u></p> <p>Department: Executive</p> <p><i><u>Recommendation(s)</u></i></p> <p><i>That Council sign the Memorandum of Understanding with the G21 Regional Alliance committing Colac Otway Shire to the Group for the next 4 Years.</i></p>		
<p><u>OM122501-3</u> <u>GREAT SOUTH COAST GROUP MEMBERSHIP</u></p> <p>Department: Executive</p> <p><i><u>Recommendation(s)</u></i></p> <p><i>That Council signs the Memorandum of Understanding with the Great South Coast Group committing Colac Otway Shire to the Group for the next 4 years.</i></p>		

Recommendation

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

MOVED

SECONDED

OM122501-1

CEO'S PROGRESS REPORT TO COUNCIL

AUTHOR:	Rhonda Deigan	ENDORSED:	Rob Small
DEPARTMENT:	Executive	FILE REF:	F11/4003

EXECUTIVE**Meeting with Victorian Fire Services Commissioner**

Craig Lapsley, Victoria's Fire Services Commissioner visited the Colac Otway Shire on Tuesday 10 January 2012 to give a presentation to Councillors and Council officers on key fire and emergency management initiatives.

The Fire Services Commissioner is an independent statutory officer, appointed by the Governor in Council reporting to the Minister for Police and Emergency Services.

The Fire Services Commissioner role includes developing a three year rolling reform program for the three fire services, developing and reviewing performance standards, developing and reviewing incident management training, development and accreditation, developing incident management facilities and systems and managing the state control centre.

Mr Lapsley also took the opportunity to tour high fire risk areas of our municipality with Council's Emergency Management Team.

Great South Coast Group

The CEO attended a meeting of the Great South Coast CEO's Forum on 13 January 2012 in Warrnambool. Agenda items included:

- Pillar Group update
- 2012 advocacy programs
- Canberra delegation
- Regional Growth Plan

Mayor & CEO - Meetings with the Public

The Mayor and CEO will be available to meet with members of the community each month in Apollo Bay and Colac. Commencing February 2012, appointments can be made with the Mayor and the CEO on the Saturday proceeding monthly Ordinary Council meetings at the Colac Community Library and Learning Centre between 10.30am – 11.30am. The first of these dates will be 25 February 2012. Apollo Bay residents can make appointments between 1.30pm – 2.30pm at the Apollo Bay Colac Otway Shire Council office on the second Sunday of the month (third Sunday in May). The first of these will be on 12 February 2012. Please contact our office on 52329458 to organise an appointment.

CORPORATE & COMMUNITY SERVICES**Older Persons & Abilities Support Services (OPASS)****Support over Christmas / New Year closure period**

Older Persons and Ability Support Services (OPASS) continued to support clients over the Christmas / New Year closure period with personal care, Meals on Wheels, respite and community inclusion activities.

Christmas Cakes

Our Meals on Wheels clients and several other people within the community were the grateful recipients of over 120 individual Christmas cakes, which were hand decorated and donated by members of the Colac Cake Decorating Association. This was the group's fourth year of donating these cakes. Their effort and enthusiasm is truly appreciated.

Volunteer Breakfast

On 7 December 2011, OPASS held a volunteer's breakfast at the cafeteria at Colac Area Health. Approximately 25 of our Meals on Wheels and Community Transport volunteers attended. As well as being an enjoyable social event, the annual breakfast function is an opportunity to say 'Thank You' to the volunteers who make a valuable contribution in supporting vulnerable people within our community.

'Out & About' Sunday bus trips

The 'Out & About' Sunday bus trips are set to continue in 2012. The program is for seniors to have a day out visiting interesting locations and sharing a meal with other seniors.

Trips scheduled so far include:

19 FEBRUARY 2012	TERANG
18 MARCH 2012	ALTONA
15 APRIL 2012	WARRNAMBOOL

Bookings are essential for all trips. Generally the bus departs Colac at 10.30am and returns at 4pm. The cost is \$25.00 inclusive of a meal.

Environmental Health

Health Education

Activities for month of December 2011

- Of a total of 367 food premises, 37 inspections were carried out in December 2011.
- 31 inspections of selling points for tobacco were carried out to ensure legislative requirements are being met.
- 6 Health Personal Care inspections within hairdresser, beautician and tattooist premises.
- 7 prescribed accommodation premises were inspected.
- 7 caravan parks were inspected as a follow up from a CFA Report.
- 24 septic tank inspections were carried out with 6 permits to install and 7 permits to use being issued.
- 4 food samples were collected.
- 5 food recalls were received.
- 5 complaints were investigated in relation to pet food partitions, holding time of hot chickens, improper packaging of bread, toilet facilities on a building site and an unkept private dwelling harbouring rats.

Water Sampling

Water samples were taken from Separation Creek, Wye River, and Skenes Creek and tested for indications of faecal contamination. Levels recorded were acceptable except for Separation Creek with a slightly elevated level of 210 organisms per 100/ml as compared to the required level of 150 orgs/ 100. Further samples are to be taken throughout the summer period which will indicate if this was an isolated event.

Water samples taken from Lake Colac indicated no presence of blue green algae.

Maternal & Child Health

As with other clinical services December is traditionally a busy month especially the last 2 weeks to ensure that all new babies and families are well resourced for the Christmas/New Year Period. The majority of staff have the week off between Christmas and New Year but we had one nurse working to follow up on some new and more vulnerable babies. One of our staff members has been on leave which has seen the service rely on our bank of relieving nurses. Christmas is often a very stressful time for some families and our counselling and referral numbers have stayed high this month.

Number of infants enrolled from birth notifications 17
First Time mothers 7

Key Ages and Stages Consultations for the month of December 2011

Home visits	15				
2wks	14	8mths	11	3.5yrs	10
4wks	18	12mths	13		
8wks	19	18mths	18		
4mths	19	2yrs	12		

Other activities included:

- 90 additional consultations
- 22 phone consultations
- 11 opportunistic immunisations
- 44 referrals
- 62 counselling (Both referral numbers and counseling sessions up considerably)
- New Parents Groups sessions - 3 in Colac and 1 in Apollo Bay
- 33 families currently enrolled under Enhanced Home Visiting service (Vulnerable and at risk families).

Meetings/Training attended by staff include:

- Vulnerable families meeting with Colac Area Health and Child First
- Community strengthening activities including participation at Bubs@the Hub.

Rural Access

Creating a More Inclusive Community for People with a Disability: A Strategic Framework for Local Government.

A strategic framework for creating a more inclusive community for people with a disability has been developed by the Municipal Association of Victoria. The Victorian local government strategic framework presents the diversity of aspects that need to be addressed to maintain a comprehensive approach to continuing to systematically reduce the barriers experienced by people with a disability.

The strategic framework proposes that Victorian councils will work in the following ways to continue to systematically improve inclusion for people with a disability and their families:

- A whole-of council approach.
- Incorporate access and inclusion objectives in key strategic documents.
- Facilitate civic participation and inclusive consultation.
- Systematically improve the accessibility of council buildings and infrastructure.

- Inclusive communication and information approaches.
- Accessible and inclusive council services, programs and events.
- Strategic use of statutory and regulatory roles.
- Improve employment opportunities.
- Influence community attitudes and perceptions.
- Exercise leadership in advocating to other organisations.
- Foster partnership and collaboration.
- Effective accountability practices.
- Reviewing and evaluating progress.

Colac Otway Shire has been working to increase the inclusiveness of the community through progressively addressing a wide range of issues that limit access, inclusion and opportunity for people with a disability. However, there are still many barriers that are limiting people with a disability having the same opportunities as other community members and ongoing action is required.

The strategic framework can be found at www.mav.asn.au.

RECREATION ARTS AND CULTURE

EVENTS

Calendar of Events Project

Entries for the Autumn/Winter Calendar of Events have now closed and final proofs are being signed off with the printers. The Autumn/Winter Calendar will feature a total of 17 local events and four community markets. The Calendar will feature events in the period March 2012 to September 2012 and will be available to the public towards the end of February 2012. Calendars and posters will be distributed throughout the Shire to general stores, accommodation providers and other community centres.

Australia Day 2012

Australia Day is quickly approaching and the Colac Otway Shire Events Unit supported by volunteers from local community groups, including the Beeac CFA, Beeac Red Cross and the Beeac Progress Association are gearing up for the 2012 celebrations. The Official Ceremony will take place on stage in Wallace Street, Beeac where we will be joined by this year's Australia Day Ambassador Dr Bernard Jenner, our newest Australian citizens and the 2012 Australia Day Award recipients. All Australia Day Award recipients have been notified by the Mayor and have confirmed their attendance on the day. Certificates of Recognition will also be presented to the two young members of the Wye River Surf Lifesaving Club who saved four young people from drowning in Wye River last year. Other activities on the day include; market stalls, free children's activities, free musical entertainment, free community barbeque courtesy of Colac Mitre 10 and free ice cream courtesy of Bulla Dairy Foods Colac. OCR FM will broadcast live from the Beeac Australia Day Celebrations.

RECREATION

Apollo Bay Recreation Reserve Change rooms Upgrade

A funding agreement has been developed between the Otway Coast Committee and Council for the purposes of the Apollo Bay Recreation Reserve Change room upgrade. Council, on behalf of the Otway Coast Committee and the Apollo Bay Football Netball Club, submitted the application to improve the existing change rooms to better cater for all user groups including the Apollo Bay Football, Netball and Cricket Clubs. The revamped facilities will

also more adequately provide for other users such as tennis participants and reserve campers. The balance of the \$100,000 project will be funded with contributions from Council, Otway Coast Committee and the tenant clubs. Works will commence after the 2012 football season and be completed prior to May 2013.

Lighting up the Eagles Nest

Local contractors have been awarded works to undertake the redevelopment of the netball facilities located at the Irrewillipe Recreation Reserve. The project works include resurfacing and line marking of two netball courts, installation of training lights and new fencing. The project is scheduled for completion by 30 March 2012. Sport and Recreation Victoria provided \$60,000, Council \$10,000, and the Western Eagles Football Netball Club \$75,000 in cash and in-kind contributions.

Sustainable Sports Grounds Program

Council has committed \$200,000 to the Central Reserve project, and has recently received advice that its application for \$100,000 from Sport and Recreation Victoria's Sustaining Sports Grounds funding program has been successful.

Council has also applied for \$250,000 from the Country Football Netball Program Premier Facilities program.

Council also submitted an Expression of Interest to Round 2 of the Regional Development Australia Fund for the redevelopment of Central Reserve. This application has not been successful. Alternative funding options will now be considered for the sports field upgrade.

Memorial Square Playground - Repairs to 4 way skale swing

Works are underway to repair the 4 way skale swing in Colac's Memorial Square playground. This popular piece of equipment had developed a crack at the top of one of its three main poles which necessitated replacement. The area of the playground where the skale swing is located was barricaded for approximately one week to enable works to be completed safely with minimum impact to users of the playground.

Lake Colac Oval

Works have been awarded to contractors to undertake the supply and installation of 400m PVC white straight capped picket fencing for the boundary of the cricket oval. This project has been funded by the Colac Otway Shire Council to protect the \$100,000 resurfacing project that was completed in 2010 and to prevent non-authorized vehicles from accessing the oval. The fencing project will commence in late January 2012 and is proposed to be completed prior to the end of the cricket season.

COPACC

COPACC's January school holiday program has been successful with primary school aged children travelling up to an hour to participate in workshops including a masquerade ball, mask-making, ukulele lessons and a singing workshop.

COPACC staff are busy preparing for the upcoming 2012 season launch and season brochure, seeking sponsorships and preparing for more than 12 production companies which will hire the theatre during the year for more than 20 performances. The number of hire-ins booked for 2012 is already more than double those for 2011.

Blue Water Fitness Centre

Casual swim visitation was up by 7% when compared to the same time last year. December was also the biggest month for aquatics with schools swim and survive programs and carnivals booked in each day up to the end of term 4.

There are currently 531 active multipasses which is the highest number recorded. A mail out was conducted prior to Christmas offering an incentive for those who have not used their multipass for the previous 6 months.

There are currently 229 Learn to Swim enrolments for term 1. Quick assessments will begin mid January for any new participants to determine which level they belong to.

Two junior life guard staff who had expressed interest in undertaking customer service training have completed training during December and January and will be added to the customer service pool.

The Colac Basketball Association has booked the Bluewater stadium for a junior regional tournament in March 2012. Up to 20 teams will be participating from country Victoria. With the addition of the new single court stadium at Colac Primary School there are now sufficient facilities in Colac to run the tournament. The Association plans on making this an annual event which Bluewater will be able to host entirely on its own once the stadium redevelopment has been completed.

Apollo Bay Community Pool

The Apollo Bay Community Pool opened on 3 December 2011 for weekends. There were a total of 31 visitors for December. From January the pool was opened on a more regular basis.

A new heating system was installed in January 2012 after the previous solar heating system was decommissioned due to bird damage. There is a proposed open day for the commissioning of the new heating system.

Two pumps have broken down since the pool opened and the pool is currently operating on one circulation pump. The Apollo Bay P-12 School has approved the replacement of one faulty pump and a new mechanical seal is going to be installed to fix the other broken pump. These works will be conducted in late January 2012. A new pool cover will be delivered in January 2012.

Life Saving Victoria compliant signage has now been installed at the pool.

INFRASTRUCTURE & SERVICES

CAPITAL WORKS UNIT

Old Beechy Rail Trail

A number of projects are underway for the further development of the Old Beechy Rail Trail, with each individual project in various stages of planning and delivery.

Works have commenced for the off-road section of trail from Dinmont to Ditchley Station. These works involve fencing and preparation for the revegetation of the alignment. It is anticipated the fencing will be completed prior to the end of February 2012.

Apollo Bay Drainage Strategy

Arup Pty Ltd has completed the first draft of the Apollo Bay Drainage Strategy, which is being reviewed prior to undertaking initial public consultation. It is anticipated initial consultation will be scheduled for completion by late February 2012. Following the initial public consultation, the draft report will be forwarded to Council for endorsement to commence the formal public consultation period.

Forrest Microbrewery Car park

Following extensive community consultation, development plans have been resubmitted to Vic Roads for consideration. It is intended that the final layout, including detailed designs, will be issued for quotation in early February, with construction scheduled for March 2012.

Sinclair Street South, Elliminyt – Road Construction

Site surveys and preliminary engineering designs have been completed for the construction of Sinclair Street South, Elliminyt, between Pound Road and Irrewillipe Road. Tenders have been called, with tender evaluation and awarding of the contract expected in late February 2012.

Cressy-Shelford Road Rehabilitation

Council is nearing the delivery phase of the Threatened Species Signage Project. At this stage, three (3) of the six (6) signs have been manufactured. The remaining three (3) signs require approval from the Department of Sustainability and Environment before they are fabricated. Council is planning for this approval in the coming weeks. Signs will be installed following this approval and will be supported by a media campaign which will increase the effectiveness of the project.

Kennett River Wetlands

A consultant has been engaged to undertake an investigation to determine the appropriate classification for the sediment in the Kennett River Wetlands, Kennett River. These works are planned for late January 2012, with Council expecting to receive the report in mid February 2012. This report will provide advice on how the material can be responsibly disposed of once it is removed from the wetland.

Colac - Elliminyt Commuter Footpath Strategy

A number of submissions were received in relation to the draft Colac – Elliminyt Commuter Footpath Strategy that was on public exhibition late last year. From these submissions Council was able to identify that some of the definitions provided in the draft were not clear. In response, the strategy has been reviewed to ensure that each of the classifications are clearly defined and set out. Council has also adjusted the expected priority list of the proposed works, following the information provided in the submissions.

These changes include reclassification of the footpath section of Queens Street between Hearn Street and Harris Road from secondary to primary network. The primary network has also been realigned along sections of Armstrong Street and Pound Road to provide suitable access to the schools in this area. The priority listing given to the construction of the secondary network along Hart Street, from Dean Court to Mahoney Court, has also been elevated.

Project Management/Planning Update

Council recently applied to the Department of Sustainability and Environment for a permit to remove protected flora under the *Flora and Fauna Guarantee Act 1988* that may be impacted via Council's routine vegetation management maintenance. A permit was granted for the removal and modification of protected species within the Vegetation Control Envelope to provide for a safe and efficient local road network, as promoted in the Road Management Plan. The granting of the overall permit ensures Council complies with the requirements of the *Flora and Fauna Guarantee Act 1988*, while minimising the administrative process.

The granting of this permit was as a result of the successful lobbying from Council to treat DSE, Council and Government authorities equally when removing vegetation within a vegetation control envelope and applying consistent reporting on maintenance activities. Council's CEO was a member of the Local Government Roadside Native Vegetation Reference Group, and was instrumental in achieving this change.

SUSTAINABLE ASSETS UNIT**Routine Road and Footpath Inspections**

The following is a summary of the routine road and footpath network inspections completed during the month of December 2011:

Coastal Township Urban Roads	These include Wye River, Kennett River and Separation Creek. A number of signs were found to be either damaged or missing. Signs requiring replacement have been ordered for erection by Cosworks. Minor drainage works were required in some locations. Cosworks have programmed these works.
Apollo Bay Urban Collector Roads	A number of signs were found to be either damaged or missing. Signs requiring replacement have been ordered for erection by Cosworks.
Skenes Creek & Marengo Urban Roads	Skenes Creek and Marengo inspections have been completed. No defects outside intervention were identified.
Skenes Creek North Roads	Gravel road potholes identified as outside Council intervention criteria have been spotted up by the Cosworks Maintenance crew. Signs requiring replacement have been ordered for erection by Cosworks. Missing guide posts were also identified and have been programmed for replacement.
Rail Crossing Inspections	All Rail Crossing inspections have been completed. Damaged and missing signs and posts were identified. Signs requiring replacement have been ordered by Cosworks and repairs to damaged posts have been programmed.
Footpath Reconstruction Program Colac	Sections of footpath in Hart Street, between Hearn Street and Pound Road have been completed. A section of footpath in Pound Road outside Sacred Heart Secondary College has also been completed. Sections in Robertson Street have been marked and the contractor will move into these areas, as weather permits.

Building Maintenance and Renewal

<i>SP&D Accommodation</i>	<p>Construction at the old library site is continuing. Work recommenced after the Christmas break on 3 January 2012, however, most subcontractors started back the week beginning 9 January 2012.</p> <ul style="list-style-type: none"> • New windows have been installed and internal glazing has been completed. • Structural elements of the new rear entry canopy have been installed. • Plumbing, electrical and communications works are continuing. • Plastering has commenced. • Mechanical services to be reinstated in late January.
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<i>COPACC Fire Detection Systems</i>	Council's contractor attended on 1 December 2011 and adjusted the sensitivity of the smoke detectors in Auditorium 1 as required by the Municipal Building Surveyor's minor works order. On the same day the contractor conducted an inspection of detector locations throughout COPACC and subsequently provided a detailed proposal for bringing the complex into conformity with AS1670.1 (<i>Automatic fire detection and alarm systems - System design, installation, and commissioning</i>). This proposal has been reviewed and has been deemed to meet Councils requirements. A building permit has been issued to allow this work to proceed and the Sustainable Assets Group are liaising with COPACC management and the cinema operator to ensure minimal disruption results from the works being undertaken.
<i>Lake Colac Cricket Clubrooms</i>	Exterior painting of the clubrooms has been completed.
<i>Colac Youth and Recreation Centre</i>	This project is 95% complete. Minor fit out items to be completed. There have been some issues with the installation of a commercial style range hood to the main kitchen but these have been resolved with assistance from our Food Safety Officer.
<i>Rae Street Office Redevelopment</i>	The evaluation of quotations for architectural design services has been completed. HKB Architects have been appointed to undertake the design elements of the project. An initial project meeting with HKB has occurred.

Drain cleaning and CCTV Inspections

Bartlett's Environmental have been undertaking cleaning and inspections of select parts of the underground drainage network in Apollo Bay and Elliminyt. Their package of work is approximately 80% complete, with inspections to be completed along the following lines:

- Armstrong Street, Elliminyt: outlet from the Irwillipe Road retarding basin
- Great Ocean Road, Apollo Bay: from the Gross Pollutant Trap at Thomson Street to McLaren Parade. This is to verify our existing asset records
- Tulloh Street, Elliminyt: Adjacent properties have been subject to isolated flooding. Inspections are to determine the condition of Council's drainage assets.

It is expected that this work will be completed by the end of January 2012.

Barham River Road Slip Rehabilitation

The rehabilitation works on the first slip of this year's Slip Rehabilitation Program has been completed. Geotechnical investigations on the next slip were completed just before Christmas. We will be proceeding with a standard retaining wall treatment with light weight fill. Cosworks have programmed this for February 2012.

Bridge Inspection Program

Evaluation of quotations to undertake Level 2 Inspections of selected bridges has been completed. Land Management Surveys are the preferred tenderer. This company successfully completed Level 2 Inspections last year.

COSWORKS

Works undertaken by Cosworks are as follows:

Capital Works:

- Road Reconstruction Larpent Road: Granular Overlay, sealing works and linemarking have been completed.
- Rossmoyne Road: Granular Overlay, sealing works and linemarking have been completed.
- Barham River Slip: Remedial works to stabilise the embankment area are complete.
- Marriners Lookout Pathway Slip: Repairs to the erosion have been completed.

Roadside Slashing:

The second cut of roadside slashing has commenced in the northern part of the Shire. A first cut has also been commenced in the southern part of the Shire.

Roadside Spraying:

Roadside spraying was undertaken during the past month in Wye River, Separation Creek and also along Binns Road and Old Bay Road.

Road Regrading:

Road regrading has been ongoing in all areas as required.

Road Pavement Minor Patching:

Road Pavement Minor Patching has been ongoing in all areas as required.

Major Patching:

Major patching was undertaken during the month along Weering School Road and Poorneet Road. This will need to continue as the road is experiencing heavy truck traffic which is expected to continue for the next couple of months.

Gravel Road Re-sheeting:

Gravel road resheeting was undertaken along Old Hordern Vale Road, Old Hordern Vale Access and Yeo–Yeodene Road.

Routine Drainage Works:

Routine drainage works were completed in Wye River and Kennett River. Also works were completed in Separation Creek, Thomson Street Outfall, Old Ocean Road, Wait a While Road, Amiets Track, Upper Gellibrand Road, Football Road and Old Beech Forest Road.

Major Drainage Works:

Major drainage works were undertaken on Wild Dog Road, Henrys Road, Old Hordern Vale Road, Callahans Road and Creamery Road.

Vegetation Control:

Vegetation control was undertaken along Tuxion Road, Sunnyside Road, Beatties Lane, Kenneadys Access and Jones Lane. Works were also undertaken in Marengo in Elliot River Road, Jansil Court, Alice Court and Barham River Road.

Tree Maintenance:

Tree maintenance works have been undertaken around Apollo Bay township, Edgar Street, Wallace Street, Amiets Track, Old Ocean Road, Sand Pit Road, Old Beech Forest Road, Frys Road and Gellibrand–Carlisle Road.

Township Mowing:

Township mowing continues in accordance with the mowing program.

Playground Maintenance:

Playground maintenance works have been completed in accordance with recommendations from inspections required under the playground audits.

Western District Employment Access

Staff have been continuing to complement Council's general vegetation maintenance works, on Harris Road and Spring Street. Works were also undertaken around the Colac Visitor Information Centre, Hugh Murray Reserve, Scout Hall and the railway line (Corangamite Street – Cants Road). Other areas where works were undertaken also include Begley Street, Joiner Reserve, Tulloh Street Dam, Robertson Street. A clearing of vegetation, mulching and general clean up of areas was also undertaken.

MAJOR CONTRACTS/WASTE UNIT**Barwon Regional Waste Management Group (BRWVG) – Ordinary Board Meeting held 8 December 2011**

An Ordinary Board Meeting of BRWVG was held at Drysdale on 8 December 2011. At the start of the meeting two presentations were made on the following topics:

1. Proposed processing of commercial and industrial waste material, Heales Road, Lara

In the presentation, it was mentioned that a number of factors such as the closure of Corio Landfill, high landfill operational costs and increased landfill levy costs have triggered the construction of SITA operated Resource Recovery Centre at Heales Road, Lara. Provision has been made in the Resource Recovery Facility for collection of materials such as cardboard/paper, plastic, timber, metals, bricks & masonry, soils and concrete etc. The operations are currently focused on commercial and industrial waste, however further investigations will be carried out to explore the possible treatment of municipal waste (including putridible and green waste) and the production of renewable energy. An inspection of the facility is likely to take place by the BRWVG Board members in the near future when the facility is fully operational.

2. Regional Kerbside Waste Bin Audit

The Regional Waste Education Officer presented the results of the Regional Bin Audit for the off-peak period indicating the quantity of recyclables entering into the garbage stream and ending in landfills. The results will be further analysed with a view to finding suitable solutions to improve recycling. The peak season audit will also be undertaken and the results from the two audits can then be further interpreted.

The other topics of interest to Colac Otway Shire that were discussed at the Board Meeting included:

- BRWVG 3 Year Business Plan made available at the official website www.brwvg.vic.gov.au.
- Consideration for amendment to "BRWVG further education policy" to apply to the Board of Directors.
- Appointment of a Project Manager to supervise "On Farm" composting of green waste – a regional activity.
- Update on State Asbestos Working Group meeting outcome.
- Exploring of a suitable site at Geelong for "soil management" subsequent to closure of "Blue Circle Cement Clean Fill Site".

Hard Waste Collection

The contractor R & J Spence has been selected for Hard Waste Collection Service, Stage 1 after the tendering process. The timeframe of the collection program is currently being discussed with the contractor. Stage 1 of the hard waste collection is planned for the small rural townships throughout the Shire as well as the coastal towns of Apollo Bay, Marengo and Skenes Creek. A drop off hard waste collection point will be provided for the townships of Kennett River, Wye River and Separation Creek where residents will be able to bring their hard waste to a central point for disposal on a specific day. Collections are planned to be carried out from late February 2012 until the end of March 2012. Residents will be able to dispose of up to two (2) cubic metres of hard waste. Residents will receive a detailed brochure advising of items that can and cannot be disposed of and the date of their collection.

Plans to issue rural residents outside the collection area with a voucher for free disposal of hard waste at the transfer stations are currently being developed. It is anticipated that a hard waste collection for the residents of Colac and Elliminyt will be carried out in 2012/13 as Stage 2 after seeking necessary approvals in the Budget process.

A media release will be developed and detailed information displayed on Council's website once all the details are finalised.

Naroghid Landfill

Council contractors commenced carting waste to the Naroghid landfill at the end of December 2011. This followed advice from the City of Greater Geelong that the Corio landfill would close on 31 December 2011.

Waste Collections

Additional recycling collections commenced the week after Christmas and have continued until 20 January 2012. This gave residents an additional two recycling collections over the summer break and helped with disposal of additional recycling due to the holiday period. Drop off facilities were open each week over the January period in the Otway townships.

Tenders

Tenders opened since the last reporting period:

- 1120 – Provision of Crushed Rock & Pavement Materials
- 1121 – Expression of Interest – Colac Livestock Selling Centre Roof & Facilities – Design & Construct
- 1128 – Engineering Consultancy Services
- 1133 – Asphalt Works

Tenders awarded since the last reporting period are:

- 1130 – Supply & Deliver Tractor Drawn Mower – to Windmill Ag
- 1131 – Supply & Deliver Tractor Mounted Reach Arm Mower – to International Mowers Pty Ltd
- 1132 – Supply & Deliver Dog Trailer – to Hercules Engineering Pty Ltd
- 1133 – Asphalt Works – to Econopave Asphalt Services Pty Ltd

There were no tenders advertised since the last reporting period.

Major Quotations opened since the last reporting period:

- Q2011/12-14 - Solar Hot Water Upgrade of Council Facilities
- Q2011/12-28 - Preparation & Construction of Two Asphalt Courts – Irrewillipe Recreation Reserve
- Q2011/12-33 - Architectural Services for Rae Street Office Refurbishment

Major Quotations awarded since the last reporting period:

Q2011/12-28 -Preparation & Construction of Two Asphalt Courts – Irrewillipe Recreation Reserve – to Deja Eight Pty Ltd

Q2011/12-32 - Bridge Inspections – to Land Management Surveys

Q2011/12-33 -Architectural Services for Rae Street Office Refurbishment – to HKB Architects

Subdivision Works

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

Subdivision	Status
Apollo Bay Industrial Estate Stage 1 9 lots	A certificate of compliance has been issued and outstanding works guaranteed with a security bond. The developer recommenced on site in January 2012 with remedial work on the bio-retention basin and filling of lots to complete infrastructure construction.
Wyuna Estate Footpath Construction	Prior to Christmas contractors completed the unfinished and excavated footpath in Rose Drive and Banksia Drive. Construction of a short section of footpath remaining in Banksia Drive will complete Council's requirements of the developer.
38-46 Cawood Street Subdivision 20 lots & reserve	Underground drainage including subsurface ag. drains has been installed with work on the road subgrade nearing completion. In the coming weeks pavement and kerbing will be constructed.
202A Pound Road Stage 1 13 Lots	Road and drainage works are progressing on this residential subdivision.

Annual Reseal Program

Inroads Pty Ltd commenced resealing works on 4 January. The contractor had intended to work continuously until all remaining sealing jobs had been completed however, given the unsuitable weather conditions, this has not been possible.

Marengo Landfill Rehabilitation Works

Rehabilitation of the Marengo Landfill is progressing well and is on track for completion. The subgrade and filled sections have been approved for placement of a 500mm thick clay capping layer. Clay material excavated from a site in Forrest is currently being transported to Marengo where a pad foot roller compacts the placed material. Placement of topsoil will proceed following the clay capping layer. It is expected that the project will be completed by late March 2012.

J Barrys Road Bridge

VEC Civil Engineering was engaged by Council in October 2011 to design and construct J Barrys Road Bridge over the west branch of Barongarook Creek. The contractor has recently provided concept plans for approval to enable construction work to commence on the reinforced concrete bridge structure.

SUSTAINABLE PLANNING & DEVELOPMENT

G21 Regional Growth Plan

The second stage of community engagement for this project is now complete. Project officers are now in the process of reviewing issues raised through the consultation to develop a draft growth plan which will be placed on public exhibition early in 2012.

Birregurra Neighbourhood Character Study and Structure Plan

The second round of community consultation for the Birregurra Neighbourhood Character Study was completed in November 2011 following the release of an Issues Analysis Paper. A draft Study report has been received from the consultant and will be considered by the project Steering Committee and Community Reference Group in February 2012, prior to a Councillor workshop in March 2012.

Apollo Bay Settlement Boundary and Urban Design Review

The project steering committee has reviewed the 13 submissions received, and final changes to the document are being made prior to the report being considered by Council for adoption at the February or March meeting.

Rural Living Strategy (Amendment C69)

The Rural Living Strategy was adopted by Council at its December 2011 meeting. Officers are in the process of preparing a Planning Scheme Amendment (Amendment C69) to implement the key findings into the Planning Scheme. This amendment will also implement the Forrest Structure Plan which was adopted by Council in August 2011.

Colac CBD and Entrances Project

The draft Colac CBD and Entrances Project report was on public exhibition until 21 November 2011. Over 150 written submissions were received, along with 27 electronic survey responses. The project steering committee and Community Reference Group have been consulted on the issues raised, and have provided input into changes that are being considered to the plan's recommendations. A final report is being developed for Council consideration, including an implementation plan that provides cost estimates for each of the recommended works.

Planning Scheme Amendment C65

Council resolved late in 2011 to exhibit a Planning Scheme Amendment to implement a range of changes to the Planning Scheme including implementation of recommendations from the panel for Amendment C55. The amendment has been prepared and authorisation to exhibit the amendment has been requested from the Planning Minister. It is expected that exhibition will occur late in January or early February.

Planning Scheme Amendment C54

Officers requested late in 2011 that the Planning Minister prepare and approve an amendment to the Planning Scheme that corrects a number of anomalies to the Planning Scheme. The amendment will also introduce new updated mapping of the Erosion Management Overlay for some parts of the Shire. The Minister is expected to approve the amendment shortly.

2012 Regional Living Expo

The Regional Living Expo to be held in Melbourne from the 27 April to 29 April 2012 is aimed at attracting people living in the Melbourne area to consider a change to living in a regional area like Colac. The Colac Otway Shire Council stand will be located between the Great South Coast and G21 municipalities stands to reaffirm our regional linkages.

Lake Colac

Projects on hold over Christmas will commence as soon as contractors can be engaged. The Stoddart St link around Ross's Point is the priority project to complete this part of the Lake Colac pathway.

Regional Tourism Restructure

The CEOs of City of Greater Geelong, Surf Coast and Colac Otway Shires met with Tourism Victoria CEO Leigh Harry. The outcome was that Tourism Vic is willing to consider further

funding to support the proposed GOR Region Regional Tourism Board. We are waiting on further correspondence from Tourism Victoria. In the meantime Geelong Otway Tourism continues in its role of leading regional tourism development.

Visitor Information Centres

The Visitor Centres have been busy over December and January especially during cooler weather where visitors are looking for alternatives to the beach. The Otway Fly and Cape Otway Lighthouse continue to be most popular.

Draft Municipal Fire Management Plan

Council has been working with key stakeholder agencies on a new Municipal Fire Management Plan. A Draft Municipal Fire Management Plan (MFMP) is now on Council's website and public comment is being sought on the plan before it is submitted to Council for final endorsement. Council is working closely with the CFA to raise awareness of the MFMP through CFA community meetings being undertaken over summer in order to try to get more feedback on the content of the plan.

Fire Prevention

The fire danger period started on 1 November 2011. The first round of inspections has been completed and generally the community is doing a good job of maintaining their properties given the prolific grass growth across the region. The second round of inspections has started and residents who fail to comply with their fire prevention notice will be fined and contractors are being sent in to clean up the property with the cost being charged to the property owner. As in previous years Council continues to undertake inspections throughout the Fire Danger Period to ensure people are maintaining their properties to a suitable standard. Some people seem to be happy to just let Council do their work and pay the fine and the costs of the slashing but this is not a suitable outcome. This year, for the first time, people who have failed to maintain their properties for a second year in a row are now being taken to court rather than being issued a fine. Council hopes that by taking this small number of people to court it will lead to the desired behaviour change and that they will start taking responsibility for ongoing maintenance of their properties throughout the Fire Danger Period.

In general Council is very happy with the responsible approach taken by the vast majority of our landowners who are maintaining their properties to a high standard.

Attachments

Nil

Recommendation(s)

That Council notes the CEO's Progress Report to Council.

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OM122501-2

**G21 REGIONAL ALLIANCE MEMBERSHIP**

|             |           |           |           |
|-------------|-----------|-----------|-----------|
| AUTHOR:     | Rob Small | ENDORSED: | Rob Small |
| DEPARTMENT: | Executive | FILE REF: | F11/2214  |

**Purpose**

The purpose of this report is seek Council agreement to extend its membership of G21 for a further period of four years.

**Declaration of Interests**

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

**Background**

Council has been a member of the G21 Regional Alliance since 2003. The advantage gained through this membership has been the advocacy for projects of significant importance including the Dual highway from Geelong to Colac, additional rail services to the shire, funding of programmes to address disadvantage through TLC3 and Advancing Country Towns and the Apollo Bay Harbour Development.

The agreement to belong to the G21 Regional Alliance comes through the Memorandum of Understanding.

The Current MOU expires in June this year and Council has been approached to indicate its ongoing commitment to the Alliance and to sign the revamped MOU.

The revamped MOU varies in three respects to the one to which we currently are a signatory.

1. The Board membership has recently been changed to make the CEO of each Council a Board member as well as a Councillor Representative of each Council (usually the Mayor). Clause 5.1
2. There is a new schedule of annual fees based on the same formula as at present but allowing for population changes according to the 2010 census and a 4% annual increase. Clause 3.10
3. There is a new clause which provides that the terms of the agreement can only be modified with the agreement of all parties.

**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**

Council can either opt to remain in the Alliance or decide not to take up the option of renew its membership.

**Proposal**

It is proposed that Colac Otway Shire sign the new MOU and thereby continue to be a member of the G21 Regional Alliance.

**Financial and Other Resource Implications**

The cost of the membership is set out in the MOU and would result in annual membership fees of \$41,000, \$42,000, \$44,000 and \$46,000 respectively over the next four years starting from July 2012.

The current membership fee for the current financial year is \$40,000.

**Risk Management & Compliance Issues**

It is generally expected that Councils would belong to a Regional Alliance such as G21.

There is currently no mandatory requirement to do this. However if we were to withdraw from the Alliance we would damage our reputation with fellow Council members of the Alliance and affect our State and Federal funding opportunities.

**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.

The method selected would be to inform.

**Implementation**

Council is recommended to continue its relationship with G212 Regional Alliance for the next four year period.

**Conclusion**

It is of significant value to Colac Otway Shire and its constituents to belong to the G21 Regional Alliance.

**Attachments**

1. G21 Regional Alliance Memorandum of Understanding 8 Pages

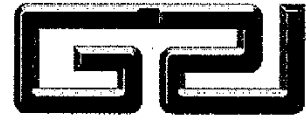
**Recommendation(s)**

***That Council sign the Memorandum of Understanding with the G21 Regional Alliance committing Colac Otway Shire to the Group for the next 4 Years.***

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**MEMORANDUM OF
UNDERSTANDING**

1st July 2012 to 30th June 2016



Geelong Region Alliance



**CITY OF GREATER
GEELONG**



**Colac Otway
SHIRE**



GOLDEN PLAINS SHIRE



MEMORANDUM OF UNDERSTANDING

between

G21 GEELONG REGION ALLIANCE LTD (“G21”)

of 199 Moorabool Street, Geelong

and

MEMBER MUNICIPALITIES

comprising:

| | |
|-----------------------------------|----------------------------------|
| COLAC OTWAY SHIRE..... | 2 Rae Street, Colac |
| GREATER GEELONG CITY COUNCIL..... | 30 Gheringhap Street, Geelong |
| GOLDEN PLAINS SHIRE | 2 Pope Street, Bannockburn |
| SURF COAST SHIRE | 25 Grossmans Road, Torquay |
| BOROUGH OF QUEENSCLIFFE | 50 Learmonth Street, Queenscliff |

(Collectively called “the G21 Councils” or “Member Councils” with the combined municipal districts referred to as “the G21 Region” or “the Region”)

1. RECITALS

- 1.1. The objective of this Memorandum of Understanding (MoU) is to articulate the arrangements and expectations between G21 and Member Councils as funding partners for the core operation of the G21.
- 1.2. G21 is a Company Ltd formed with the purpose of fostering and undertaking actions that support sustainable growth and development of the Region within the municipal districts of Member Councils (the Region).
- 1.3. The core role of G21 is to build on the existing social, economic and environmental capacity of the Region with regard being given to the G21 Values and Principles (refer to G21 Constitution).
- 1.4. G21 provides the forum and mechanisms for regional issues or opportunities to be identified and solutions or projects implemented.
- 1.5. The MoU is for a four-year period from 1st July 2012 to 30th June 2016.
- 1.6. G21 will not expand the number of Member Councils unless agreement is obtained from current Member Councils.
- 1.7. The success of G21 pivots on the participation and good will of people and organisations across the Region.

2. GENERALLY APPLIED CRITERIA FOR G21 ACTIVITY

- 2.1. G21 applies a policy of: "subsidiarity where functions which subordinate or local organisations perform effectively belong more properly to them than to a central organisation such as G21."
- 2.2. The generally applied criteria for issues or projects to be considered by G21 include assessment as to whether the impact, involvement and benefits are:
 - Regional
 - Multi-agency
 - Triple Bottom Line with overall long term and community benefitAnd generally demonstrate:
 - Support by a Leader, Lead Agency or Project Champion
 - A general need for a cooperative effort to be successful
 - Likelihood of happening

The parties as signatories to this document understand and record the following:

3. RESOURCING

- 3.1. The Member Councils are committed to support G21 via an annual subscription.
- 3.2. Councils are encouraged to participate in activities that further the objectives of G21.
- 3.3. G21 will work closely with Member Councils' committees, advisory boards, task groups and relevant Council officers to further G21 objectives.
- 3.4. Financial contributions to support the core operation of G21 shall be based on the regional population formula included in Table 1. This formula will remain in place for the four year period of the agreement.
- 3.5. Any proposed variation to the four year contributions listed on Table 1 will be raised by the G21 Board with Member Councils at the Annual Review.
- 3.6. Funding received from Member Councils will be used for the core operation of G21 which includes the staff, on-costs, overheads and out goings required to achieve G21 objectives.
- 3.7. Additional and supplementary funding for the core operation of G21 may be obtained from Federal and State Government sources and will be advised through regular reporting to Councils and Members.
- 3.8. It is recognised that the development and updating of the regional strategic plan will occur through a planning process conducted at a frequency to be determined by the Board. Additional resources will be required to support planning, research, consultation and participation processes.
- 3.9. Additional financial contributions for specific G21 projects (ie. non-core) may be sought from Member Council's from time to time and will be subject to separate business cases and funding submissions through normal Council approval processes.
- 3.10 It is recognised that the majority of G21 projects require partnerships and funding by a range of stakeholders from various levels of government, business and community agencies and other statutory authorities.

| Contributor | Population ¹ | % Region | CONTRIBUTION ² | | | |
|---------------|-------------------------|-------------|---------------------------|------------------|------------------|------------------|
| | | | 2012/13 | 2013/14 | 2014/15 | 2015/16 |
| Colac Otway | 22,097 | 7.61 | \$41,000 | \$42,000 | \$44,000 | \$46,000 |
| Geelong | 220,068 | 75.81 | \$403,000 | \$419,000 | \$436,000 | \$453,000 |
| Golden Plains | 18,625 | 6.42 | \$34,000 | \$35,500 | \$36,000 | \$38,000 |
| Surf Coast | 26,173 | 9.02 | \$48,000 | \$50,000 | \$52,000 | \$54,000 |
| Queenscliffe | 3,314 | 1.14 | \$6,000 | \$6,500 | \$7,000 | \$7,000 |
| TOTAL | 290,277 | 100% | \$532,000 | \$553,000 | \$575,000 | \$598,000 |

¹Source: 2010 Census data, Place of Usual Residence

²Adjusted to nearest \$500

4. ACCOUNTABILITY AND COMMUNICATION

- 4.1. G21 is accountable for operating under a Company Constitution.
- 4.2. Councils are encouraged to participate in activities that further the objectives of G21.
- 4.3. G21 will make available regional statistics, performance and forecast information of strategic use and interest. Conversely, Council's assistance in making available the same information to G21 will add value to all strategic direction processes.
- 4.4. By 31 July each year, G21 will prepare and adopt a Business Plan that details operational initiatives and targets established to evaluate performance.
- 4.5. G21 will present progress reports twice per annum to Member Councils that include performance outcomes against targets in the G21 Business Plan.
- 4.6. The G21 CEO will consult with Member Council CEOs prior to establishing annual contributions to allow for budget considerations. This will occur by March 31st annually or as agreed with individual Councils.
- 4.7. Councils recognise the independent role, structure, mission and expertise of G21 and understand the function also includes being an independent voice and advocate for regional direction in local and national media.
- 4.8. On request, G21 will be available to any Council meeting or meeting within the municipality to discuss issues, progress or any items pertinent to G21 as raised by the Council.
- 4.9. In addition to Board meetings, G21 will communicate with Councils and members on a regular basis using a range of media.

5. SPECIFIC ARRANGEMENTS

5.1. Director Nomination:

- 5.1.1. Each Member Council shall nominate one Director to the G21 Board as described in the G21 Constitution. Each Member Council will also be represented on the G21 Board by their CEO.

5.2. Pillar Groups:

- 5.2.1. Participation and consultation processes underpin G21 with the "Pillar Group" approach (or similar) seen as key to achieving the objectives of G21.
- 5.2.2. Any proposed major variations to the Pillar Group structure (other than normal continuous process improvement, pillar forming, cessation and review) shall be advised and agreed with Members prior to any changes being implemented.
- 5.2.3. Councils are encouraged to have a minimum of one person allocated to each G21 Pillar Group to provide active input, represent the interests of Council, and act as a conduit for communication and integration with council activities.
- 5.2.4. The role of the Board is to oversee the operation of G21, ensure it remains viable and accountable to its members in achieving the objectives, roles and responsibilities included in the Constitution. The Objectives of G21 will be achieved through participatory processes as depicted in the G21 Operating Framework.

5.3. Innovative Staffing Options:

- 5.3.1. Councils are encouraged to directly support G21 through initiatives such as officer placements or secondments. These arrangements may be made directly between the G21 CEO and Council CEO.

5.4. Demonstrate Regional Benefits:

- 5.4.1. G21 related activities must demonstrate regional benefits.

5.5. Integration of Strategic Direction Processes:

- 5.5.1. The parties acknowledge that G21 success rests largely with Councils recognising G21 as an independent but integral part of their own strategic direction and community building processes.
- 5.5.2. Every effort will be made by all parties to annually integrate strategic direction processes and timetables to maximise value adding and minimise potential duplication. Examples include the conduct of community and specific consultation, research, performance indicators, demographics or information gathering processes.
- 5.5.3. Projects will be identified from time to time that involves some or all Councils. Council officers and the G21 CEO are responsible for working cooperatively to ensure funding submissions meet the requirements of individual Councils.

5.6. Communication is a Joint Responsibility:

- 5.6.1. A two way communication and feedback loop is essential for an initiative of the type and size of G21. All parties accept their responsibilities in seeking out and supporting communication and feedback processes.
- 5.6.2. G21 shall convene a working group to include each Member Council , which will coordinate any joint communications and marketing.

6. GENERAL

- 6.1. G21 is accountable for operating to the Company Constitution, Board Charter, Business Plan and arrangements contained in this MoU.
- 6.2. Should a Member Council have concerns with the performance or lack of performance of G21 then discussion should be initiated to address the concerns.
- 6.3. Should a Council wish to withdraw its membership of G21 then written notice must be given twelve months in advance of ceasing membership. Such notice will allow appropriate modifications to the Business Plan and budget process.
- 6.4. If any dispute or difference arises between the parties in carrying out the principles of this Memorandum of Understanding that cannot be resolved, then the parties will seek an agreed independent mediator to resolve the difference.
- 6.5. The terms of this Memorandum of Understanding can only be modified by the agreement of all parties.

DATED thisday of2012

SIGNED on behalf of the)
G21 GEELONG REGION ALLIANCE)
by its duly authorised representative:)

.....
Witness

SIGNED on behalf of the)
CITY OF GREATER GEELONG COUNCIL)
by its duly authorised representative:)

.....
Witness

SIGNED on behalf of the)
BOROUGH OF QUEENSLIFFE)
by its duly authorised representative:)

.....
Witness

SIGNED on behalf of the)
COLAC OTWAY SHIRE COUNCIL)
by its duly authorised representative:)

.....
Witness

SIGNED on behalf of the)
GOLDEN PLAINS SHIRE COUNCIL)
by its duly authorised representative:)

.....
Witness

SIGNED on behalf of the)
SURF COAST SHIRE COUNCIL)
by its duly authorised representative:)

.....
Witness

OM122501-3

GREAT SOUTH COAST GROUP MEMBERSHIP

| | | | |
|-------------|-----------|-----------|-----------|
| AUTHOR: | Rob Small | ENDORSED: | Rob Small |
| DEPARTMENT: | Executive | FILE REF: | 11/96162 |

Purpose

The purpose of this report is to seek Council's agreement to confirm its membership of the Great South Coast Group (GSC).

Declaration of Interests

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

Background

Over the last two years the Councils of the Great South Coast being Colac Otway, Corangamite, Moyne, Southern Grampians and Glenelg Shire Councils and Warrnambool City Council have been preparing a Regional Strategic Plan. Following the formal adoption of that Strategic Plan the six Councils, through their Mayoral delegates, resolved to explore the formation of a regional alliance in order to progress the regional strategies that were developed.

In that way the organisation of the Councils into a regional alliance gave strength to the ambitions of Councils within it and the collective strength to pursue more region wide issues. As the very successful G21 model has been developed over the last 10 or 11 years there has been the development with it of a more bottom up approach to State and Federal approaches to funding. It is now an expectation that Councils across Victoria will develop regional planning and advocacy groups such as G21 and GSC. Funding at both the State and Federal level has also moved to follow this model. Funding through the Regional Development Australia committees give access to the Regional Development Australia Fund and also endorsement is often required through regional groups and RDA committees as a prerequisite of State funds.

Council examined the proposed Constitution for the GSC Group at its October meeting and sought further consideration of the Constitution from the GSC Mayors' and CEOs' group.

The resolution relating to these matters was:

"That Council defers this matter to a Council workshop to discuss and address any issues of concern regarding the Great South Coast Group."

In particular the issues included:

- The absence of a set of guiding principles
- Limiting the term of chairperson to a two year period with no consecutive term.

Since that time the GSC Group has met and the following accommodation of our wishes has been obtained:

- An addition to the GSC Constitution, section 6, clause 6, that states:

“A shareholder may withdraw as a member Council of the company by giving the Executive Officer three months’ written notice. Such withdrawal will come into effect three months after notice is given and the withdrawing shareholder will cease to be liable under clause 33.”

- The following Guiding Principles were also added to the constitution:

“Building Consensus

Developing a common vision, goals and objectives, sharing information and joint support of projects builds trust and benefits the region.

Community Focussed

Identifying those served by a project, distinguishing their needs and involving them purposefully in planning, implementation and evaluation processes.

Diverse, Non-partisan Membership

A diverse, non-partisan membership recognizes and values the role that each sector and the community has in planning for the region’s future and therefore ensures membership is balanced and inclusive of all interests.

Support Existing Efforts

The Company enhances, rather than duplicates, the efforts of existing public and private organisations working on social and economic development and environmental sustainability.”

With respect to the term of the Chairperson, the GSC Board felt that it should be able to elect the best person to this role, irrespective of previous terms served.

Colac Otway Shire is in a unique position as a Council that sits midway between the two Regional bodies; G21 and GSC. We have opted to actively participate in both organisations because each delivers us a particular advantage and benefit. In the case of G21, the influence of Geelong, Surf Coast and Golden Plains on our shire is such that we need to be involved to gain the advantages of the developments that come to us from that direction centred largely on Geelong and the Great Ocean Road.

In the case of GSC the land uses and primary industry interests present a strong reason to become involved in their strategies and lobbying in the interest of our rural ratepayers and their associated manufacturing industries. Each organisation represents quite different sets of issues and ranges of benefits.

I am strongly of the view that membership of both organisations is considerably in our Shire’s community interest.

Council needs to consider both the constitution and the initial terms of reference for the organisation.

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

Council can either opt to remain in the GSC Regional Alliance or decide not to take up the option of signing the terms of reference and thereby confirming its membership of the group.

Proposal

It is proposed that Colac Otway Shire sign the new terms of reference and thereby continue to be a member of the GSC Group.

Financial and Other Resource Implications

The annual cost of membership of the GSC Group is \$30,000 per year. Each member Council makes the same contribution. Council currently meets these costs in its budget as a means of progressing the regional strategic plan for the area.

Risk Management & Compliance Issues

It is generally expected that Councils would belong to a regional alliance such as GSC.

There is currently no mandatory requirement to do this. However if we were to withdraw from the Group we would damage our reputation with fellow Council members of the Group and affect our State and Federal funding opportunities.

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.

The method selected would be to inform.

Implementation

Council is recommended to continue its relationship with GSC Group for the next four year period, by accepting the constitution and the terms of reference.

Conclusion

It is of significant value to belong to the GSC Group.

Attachments

Copies of the Great South Coast documents will be provided to Councillors independently.

Recommendation(s)

That Council accepts the terms of reference and the amended constitution of the Great South Coast Group committing Colac Otway Shire to the Group for the next 4 years.

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OM122501-4

**DRAFT COLAC OTWAY TENNIS FACILITY AUDIT AND DEVELOPMENT PLAN**

|             |                                |           |              |
|-------------|--------------------------------|-----------|--------------|
| AUTHOR:     | Ian Seuren                     | ENDORSED: | Colin Hayman |
| DEPARTMENT: | Corporate & Community Services | FILE REF: | F11/4003     |

**Purpose**

The purpose of this report is to present the draft Colac Otway Tennis Facility Audit and Development Plan for endorsement by Council in order to commence public exhibition in accordance with Council's Community Engagement Policy 2010.

**Declaration of Interests**

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

**Background**

Council commissioned the preparation of a Tennis Facility Audit and Development Plan (the Plan), primarily to identify the future needs, demands and trends of tennis within the Shire and broader community. The draft Plan identifies gaps in the provision and planning of tennis infrastructure and provides guidance on the future direction of an appropriate planning and support model for the provision of tennis for the next 10 years.

The need for the Plan was identified in the Colac Otway Shire Recreation Strategy 2006-2010 and additional actions were recommended through a previous Tennis Facilities Audit undertaken in 2004 by Tennis Victoria.

Council sought to undertake a further detailed assessment of shire-wide tennis facilities in order to build on the 2004 audit findings and to establish the basis for any major Council investment into tennis infrastructure.

Council commissioned Tennis Victoria's Technical Advisory Team, *insideEDGE Sport and Leisure Planning* and *2MH Consulting*, to conduct a detailed audit of 25 facilities across the Shire in order to inform future tennis facility improvement and development priorities.

The scope of audit works included an inspection of each of the 25 tennis and multi-use tennis / netball courts located within the Colac Otway Shire. The 25 sites were identified by Council based on their land ownership status and Council's understanding of the level of tennis activity conducted at each site. The project area comprised the entire municipality to ensure all active tennis facilities were incorporated into the audit.

The key objectives of the facility audit were to:

- Summarise current site characteristics including surface condition, pavement condition, playing and runoff dimensions, infrastructure condition and provide comments regarding court maintenance.
- To provide a document that can be referenced for creation of maintenance programs and annual budgeting.
- To prioritise recommended works as part of site and facility investigations.

**Council Plan / Other Strategies / Policy****Physical Infrastructure and Assets**

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

**Community Health and Wellbeing**

Council will promote community health and wellbeing in partnership with other health services. Through a partnership approach, Council will provide a broad range of customer focused health, recreational, cultural and community amenities, services and facilities.

**Issues / Options**Tennis Facilities

The Shire currently supports 22 active tennis facilities, the majority of which are located on Council owned or Department of Sustainability and Environment (DSE) managed land. Facilities are widely distributed throughout the Shire, with at least half located in small rural settlements. These facilities often form the main social and recreation facility locally, and therefore perform an important local community function.

The majority of active tennis facilities within the Shire require significant maintenance, asset renewal and/or asset replacement. Most facilities experience limited routine maintenance, causing court surfaces to degrade prematurely, resulting in undesirable and unsafe playing conditions.

Draft Plan

The draft Plan identifies a range of issues, constraints and opportunities regarding the enhancement of tennis facilities across the Shire. It also highlights the benefits of adopting a planned hierarchical approach to supporting club, tennis and facility improvement.

The draft Plan commenced with a survey of all tennis clubs within the Shire, which was undertaken by Council between November and December 2010. The key findings from the club survey were used to coordinate a Colac Otway Tennis Club Forum, involving clubs, Council and representatives from Tennis Victoria to discuss the broader issues facing tennis in the Shire and surrounding region and to establish a future focus for tennis facility provision and improvement.

The results of the surveys are not included in the attachment as they include personal details.

The draft Plan is provided in two sections. The first section '**Facility Audit**' (**Chapters 2, 3 and 4**) focuses on the key findings of the physical asset audit undertaken, and the '**Development Plan**' (**Chapters 5 and 6**) provides guidance on strategic issues, facility development principles and future recommendations.

The draft Plan identifies and describes 12 key issues associated with tennis facilities within the Shire, these being:

- Surface cracking and pavement condition
- Court drainage
- Tennis court run-off areas
- Netball court run-off areas
- Tennis net posts
- Court cleaning and grooming
- Court lighting
- Fencing
- Landscaping and court surrounds

- Clubhouses and spectator shelters
- Accessibility
- Umpires chairs.

#### Facility Audit

The majority of courts across the Shire are asphalt. The audit identified that the vast majority of these appear to be experiencing significant surface quality and condition issues which can be attributed to pavement failure, movement, change in sub-base conditions (eg: drought) and/or tree root invasion. In addition, it was identified that many courts have poor drainage which contributes significantly to the surface and pavement issues.

The facility audit found that along with pavement issues, there were numerous other concerns with associated infrastructure such as run-off areas, net post and nets, perimeter fencing, landscaping and court surrounds, clubhouses and shelters that need to be addressed.

#### Issues Matrix

A 'Site Specific Issues Matrix' was developed for all courts inspected which provides a summary of priority issues. Issues were identified and assessed for the following categories:

- Base and drainage court issues
- Court enclosure issues
- Court surface issues
- Nets and net post issues
- Court fencing issues
- Court surround(s) issues
- Lighting issues
- Car parking issues.

The Matrix provides priority ratings for improvements based on current facility conditions but does not take into account current usage. Therefore, a set of criteria has been established to assess the priorities of a facility revitalisation program:

1. Demonstrated active club and public use of the facility and a demonstrated ability (and plan) to maximise future use and participation.
2. Provision of an efficient and effective club and/or facility management model, including capacity to undertake routine court maintenance activities and capacity to apply for grants or partnership funding (ie. have an appropriate governance system in place).
3. Demonstrated ability to contribute financially to facility life-cycle costs, including maintenance and replacement costs.

These three criteria should be applied to and evaluated by Council through the development of any future facility revitalisation program.

#### Defunct Tennis Sites

Over time many tennis facilities across the Shire have fallen into a state of disrepair and are now incapable of accommodating any form of tennis activity. A large concentration of defunct tennis sites are congregating in the Shire's Rural North settlements. Through site visits undertaken for this project, a further three sites at Cressy, Eurack and Larpent have been identified as defunct sites.

It is recommended that tennis infrastructure at defunct sites be decommissioned and made safe. Items such as fencing, net posts and umpires chairs were observed to present some public safety risk and serve no practical purpose by being provided on site.

The reinstatement of any defunct facilities would require a very strong case and should only be considered in-line with other facility hierarchy levels, existing provision, future township population growth and available local community and Shire resources.

In providing direction for future facility provision, the draft Plan reviews the tennis activity in the Shire and the projected market for future tennis participation. From the participation market analysis conducted, it is likely that the future market for tennis in the Shire will grow slightly, but steadily over the next 10 to 20 years, including growth across all settlement patterns. Growth is likely to occur more quickly across the settlements of Colac West, Elliminyt and the Great Ocean Road – Otways. This analysis, along with the establishment of a tennis facility hierarchy, provides a framework for future facility development across the Shire.

### Options

There are a number of options available to Council:

1. Endorsing public exhibition of the draft Colac Otway Tennis Audit and Development Plan to commence public consultation;
2. Requiring further work to be undertaken to the draft Plan prior to public exhibition; or
3. Not supporting exhibition of the draft Plan and ceasing the project.

Considering the significant work that has been undertaken in preparing the draft Plan, including thorough engagement with the local tennis community, it is recommended that Council supports the public exhibition of the draft Plan. A further report will be provided to Council following the public exhibition period that will respond to the submissions received and may make further recommendations on the adoption of a final Colac Otway Tennis Audit and Development Plan.

### **Proposal**

It is proposed that Council resolve to publicly exhibit the draft Colac Otway Tennis Facility Audit and Development Plan in accordance with Council's Community Engagement Policy 2010.

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

The draft Plan provides a framework to guide new and expanded facility development across the Colac Otway Shire between 2011 and 2021. The framework will be influenced by future residential growth, local structure planning and available community facility budgets.

The draft Plan provides a summary analysis of the estimated probable costs for identified maintenance, renewal and upgrade costs associated with each venue. Costs have been developed using a generic cost base developed from a combination of current year industry prices, similar projects undertaken by the project consultants and from cost guides provided by Tennis Victoria and Tennis Australia.

Note that the costs provided in the draft Plan are to be used for estimating purposes only. Detailed design and tender processes will be required to assist Council and the tennis community determine true costs at the time of development or redevelopment.

All identified developments will need to be considered in-line with:

- the capacity of clubs and volunteers to continue to manage venues;
- the financial capacity of Council and other funding partners;
- the initiation of new local tennis development initiatives and programs; and
- the overall adoption and commitment to implementing the Colac Otway Shire Tennis Facility Audit and Development Plan.

In summary, the draft Plan identifies the following costs required over a ten year period to maintain and improve tennis facilities. It should be noted that these costs only apply to court and associated infrastructure maintenance and upgrades and do not take into account improvements to clubhouse/social facilities.

|                             |                    |
|-----------------------------|--------------------|
| Estimated maintenance costs | \$ 47,025          |
| Estimated renewal costs     | \$ 581,600         |
| Estimated upgrade costs     | <u>\$1,070,750</u> |
| <b>TOTAL</b>                | <b>\$1,699,375</b> |

An estimated \$1.7 million worth of facility maintenance and improvement projects have been identified for the Shire's tennis infrastructure. This is a significant investment that will require a long-term planning approach and an approach that considers ongoing investment in order to preserve valuable community assets.

Funds will need to be sourced from a range of stakeholders to implement the development plan. These include Council, the local tennis community and possibly the State Government through community infrastructure funding programs.

In the lead up to the 2010 State Government election, five clubs within the Colac Otway Shire successfully advocated to The Honourable Terry Mulder, Member for Polwarth, and were awarded \$175,000 to invest in the development of the existing tennis facilities at Barwon Downs, Beeac, Cororooke, Forrest and Swan Marsh. This funding, possibly matched with additional State Government grants and some local contributions, will significantly improve the five facilities and alleviate some of the upgrade costs identified in the draft Plan.

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

The draft Plan identifies a range of issues associated with tennis infrastructure across the Shire, with the majority posing risk and compliance concerns. One of the primary objectives of the Plan is to provide Council, clubs and land managers with an understanding of what maintenance and improvements to facilities are required to ensure safe and compliant tennis facilities.

If implemented, the identified maintenance tasks and improvements will ensure that facilities are of a standard that pose little risk to users and that any perceived risks are managed appropriately.

The draft Plan recommends that Council take a long-term sustainable view of supporting and developing the sport of tennis and associated infrastructure. Historical facility design, development and maintenance fails to meet current day infrastructure requirements and consistent improvement in all these areas will be essential in achieving long-term outcomes for the sport, in meeting ongoing budgets for asset renewal and replacement and ensuring safe risk-free facilities.

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

There are no environmental issues impacted upon as a result of the draft Plan.

### **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 chosen was consult.

The tennis community has been consulted throughout the development of the draft Plan. A survey of all clubs within the Shire was undertaken at the commencement of the project to gain an understanding of membership and participation trends, club development priorities, facility use and development needs, and current issues impacting on tennis clubs.

The key findings from the club survey were used to coordinate a Colac Otway Tennis Club Forum, involving clubs, the Polwarth and District Tennis Association, Council officers and representatives from Tennis Victoria. The purpose of the forum was to discuss the broader issues facing tennis in the Shire and surrounding region and to establish a future focus for tennis facility provision and improvement.

The Club Forum was extremely successful with more than 30 club officials, representing 13 clubs, in attendance. The Forum focussed on four key areas, these being:

1. Facilities
2. Tennis Victoria affiliation
3. Insurance
4. Grants

The club survey and forum provided Council, Tennis Victoria and the consultants engaged to prepare the development plan a thorough background and understanding of the issues facing tennis clubs in the Shire. This information was used to prepare the draft Plan.

It is important to continue to engage the tennis community in order to validate the issues raised and ensure the Plan meets the needs of the community. By publicly exhibiting the draft Plan in accordance with Council's Community Engagement Policy, it provides an opportunity for further community engagement and involvement in developing a future direction for tennis facilities and participation in the Shire.

### **Implementation**

Following Council consideration of the draft Plan, officers will commence the public exhibition process by writing to all local tennis clubs, the Polwarth and District Tennis Association and relevant land managers seeking feedback on the draft Plan. In addition, the draft Plan will be available on Council's website and an advertisement placed in local media. The exhibition period will be for a minimum of six weeks within which time written submissions may be received.

At the conclusion of the public exhibition period, all written submissions and comments will be received and reviewed by Council officers. Modifications to the draft Plan may be made as deemed appropriate.

### **Conclusion**

The draft Colac Otway Tennis Facility Audit and Development Plan provides a thorough investigation into the current state of tennis facilities in the Shire. The draft Plan informs the future needs, demands and trends of tennis within the Shire and broader community.

Addressing facility improvement priorities through implementation of the Plan will allow Council to prioritise future infrastructure development to meet the needs of the local tennis community and to take a long-term view towards future capital investment required across its network of tennis facilities.



**Attachments**

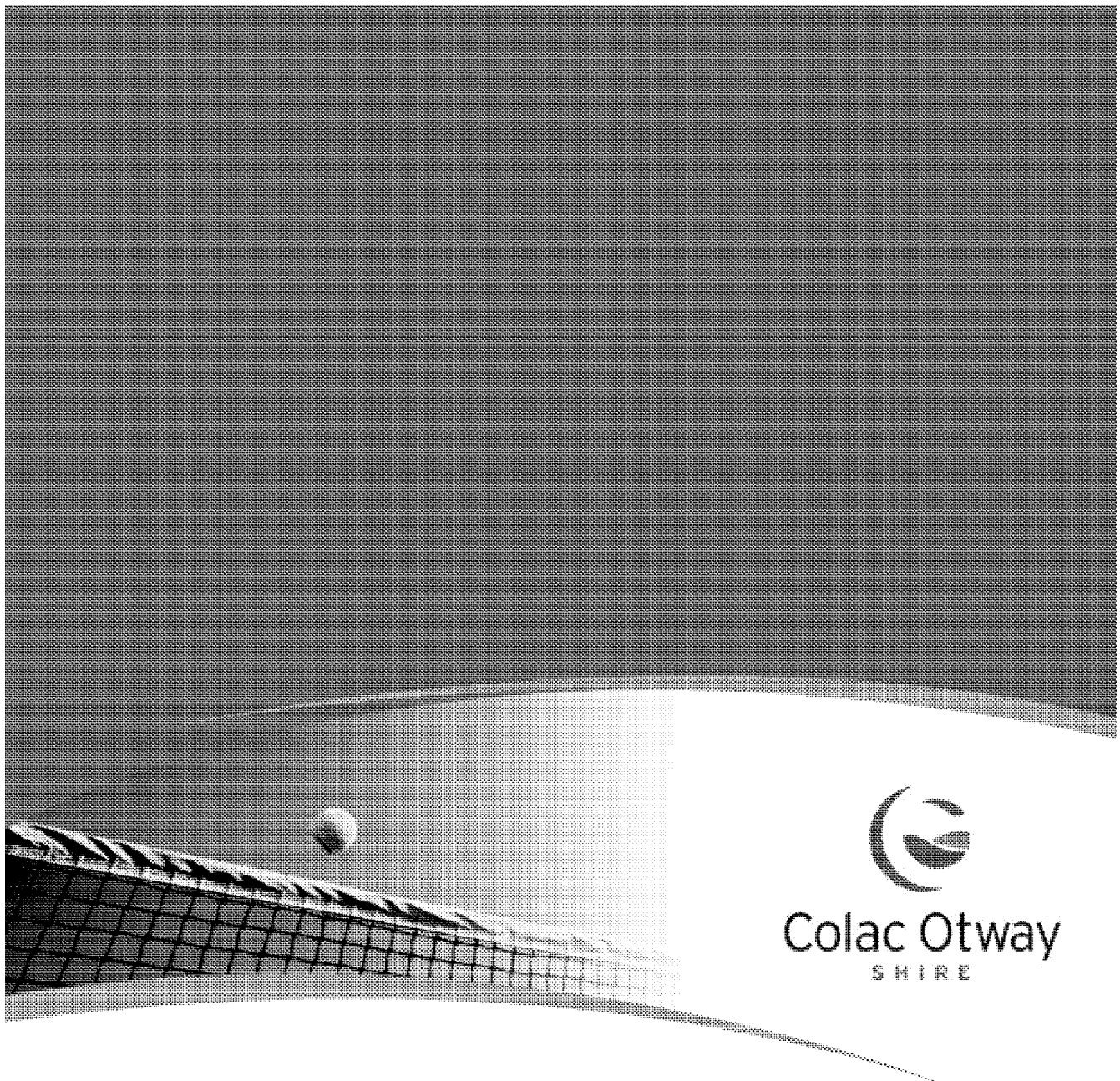
1. Draft Colac Otway Tennis Facility Audit and Development Plan

**Recommendation(s)**

***That Council:***

1. ***Endorses the Draft “Colac Otway Tennis Facility Audit and Development Plan” for public exhibition and community consultation to commence early February 2012 for a period of at least 6 weeks.***
2. ***Notes that any public comment received will be analysed and incorporated where suitable to enable the plan to be submitted to Council for adoption.***

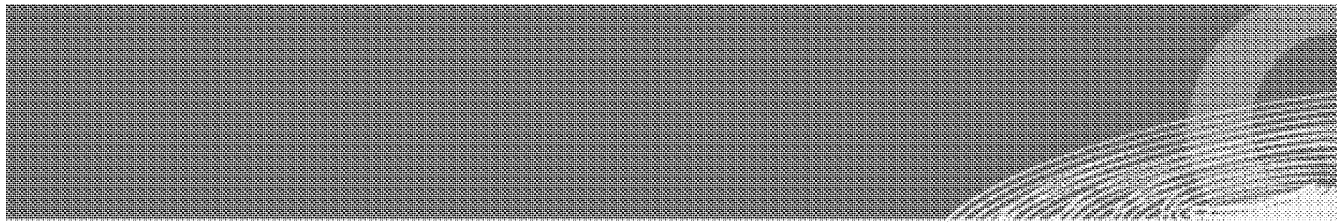
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COLAC OTWAY SHIRE COUNCIL
TENNIS FACILITY
AUDIT & DEVELOPMENT PLAN

FINAL REPORT December 2011

*inside***EDGE**
sport and leisure planning



FINAL Report by
Inside Edge Sport and Leisure Planning and 2MH Consulting

to Colac Otway Shire Council

December 2011



21/12/2011

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1. INTRODUCTION

The Colac Otway Shire has a high number of tennis courts located across a large number of individual sites. This high number of courts has resulted from a past tendency to construct small (mostly two-court) facilities. This historical development approach has led to increased pressure to provide and fund a tennis court surface upgrade program as Shire facilities age. The number of clubs seeking upgrades to their facilities has indicated that a planned approach is needed to manage the improvement of tennis facilities and to positively contribute to the development of tennis throughout the Colac Otway Shire.

The Colac Otway Shire Council commissioned the preparation of a Tennis Facility Audit and Development Plan, primarily to inform the future needs, demands and trends of tennis within the Shire and broader community. The Tennis Facility Audit and Development Plan identifies gaps in the provision and planning of tennis infrastructure and provides guidance on the future direction of an appropriate planning and support model for the provision of tennis for the next 10 years.

The need for the Tennis Facility Audit and Development Plan was identified in the *Colac Otway Shire Recreation Strategy 2006-2010* and additional actions were recommended through a previous Tennis Facilities Audit undertaken in 2004 by Tennis Victoria.

The findings from the 2004 audit have contributed significantly to the development of Council's tennis facilities maintenance program, a three year program that encouraged a strategic direction for disused and extinct tennis facilities within the Shire and acknowledged active facilities that required additional maintenance. The audit further identified potential tennis court sites suitable for future significant development.

In 2010 five clubs within the Colac Otway Shire successfully advocated to the Liberal Member for Polwarth, MP Terry Mulder, and were awarded a \$175,000 contribution to invest in the development of the existing tennis facilities at Barwon Downs, Beeac, Cororooke, Forrest and Swan Marsh (refer **Appendix 1** for media announcement).

Through the need for a coordinated response and potential match funding, Council sought to undertake a further detailed assessment of shire-wide tennis facilities in order to build on the 2004 audit findings and to establish the basis for any major Council investment into tennis infrastructure.

This further review commenced with a survey of all tennis clubs within the Shire, which was undertaken by Council between November and December 2010. The key findings from the club survey were used to coordinate a Colac Otway Tennis Club Forum, involving clubs, Council and representatives from Tennis Victoria to discuss the broader issues facing tennis in the Shire and surrounding region and to establish a future focus for tennis facility provision and improvement (Refer to **Appendix 6 and 7** for summary findings of the Club Survey and Forum).

Following the forum, Council commissioned Tennis Victoria's Technical Advisory Team, *insideEDGE* Sport and Leisure Planning and 2MH Consulting, to conduct a detailed audit of 25 facilities across the Shire in order to inform future tennis facility improvement and development priorities.

The facility audit and site inspections were conducted in April 2011. An Issues Matrix was developed following the audit, which identified key and common issues across each site. The Issues Matrix and key audit findings were presented to Council and Tennis Victoria at a strategic workshop conducted by the Consulting Team in May 2011 (refer to **Appendix 2** for presentation provided). At the strategic workshop a number of future directions and project recommendations were discussed, resulting in this Tennis Facility Audit and Development Plan report being prepared.

The Tennis Facility Audit and Development Plan Report is provided in two sections. The first section '**Facility Audit**' (**Chapters 2, 3 and 4**) focuses on the key findings of the physical asset audit undertaken, and the '**Development Plan**' (**Chapters 5 and 6**) provides guidance on strategic issues, facility development principles and future recommendations.

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2. FACILITY AUDIT

The Colac Otway Shire Tennis Facility Audit was jointly compiled by *insideEDGE* Sport and Leisure Planning and 2MH Consulting.

This report section provides a brief overview of the tennis facilities visited and makes comment regarding the condition of facilities, general maintenance activities and potential facility improvement projects related to all facilities inspected.

Site specific issues and recommendations are outlined in Chapter 4 and **Appendix 4** of this report. Individual detailed site inspection reports have also been prepared for Barwon Downs, Beeac, Cororooke, Forrest and Swan Marsh to assist in the future detailed planning of these sites in-line with funding secured for their development (refer to **Appendix 1** for media announcement).

A proposed priority listing of maintenance and capital works projects is also provided in Chapter 4.

2.1 Scope of the audit

Colac Otway Shire Council control tennis facilities at 19 sites, however, there are 10 tennis court facilities which are managed by the Department of Sustainability and Environment (DSE), 8 managed by the Department of Education and Early Childhood Development (DEECD) and 9 privately owned courts in other locations throughout the Shire.

The scope of audit works included an inspection of 25 tennis and multi-use tennis / netball courts located within the Colac Otway Shire. The 25 sites were identified by Council based on their land ownership status and Councils understanding of the level of tennis activity conducted at each site.

The project area comprised the entire municipality to ensure all **active** tennis facilities were incorporated into the audit. Table 01 following provides a list of sites that were visited and inspected by the Consulting Team.

The key objectives of the facility audit were to:

- ✧ Summarise current site characteristics including surface condition, pavement condition, playing and runoff dimensions, infrastructure condition and provide comments regarding court maintenance.
- ✧ To provide a document that can be referenced for creation of maintenance programs and annual budgeting.
- ✧ To prioritise recommended works as part of site and facility investigations.

2.2 Facility audit methodology

The 25 identified sites were visited on the 18th 19th and 20th April 2011 and inspected by the Consulting Team, including representatives from *insideEDGE* Sport and Leisure Planning and 2MH Consulting. In total, 70 combined tennis and tennis / netball courts were inspected. Table 01 following provides details of sites visited.

Site inspections included the visual assessment of playing surfaces and conditions, court area dimensions, run-off dimensions, visible pavement conditions and an observational assessment of other supporting court infrastructure (eg. fencing, lighting, drainage, surrounding vegetation, car parking etc).

Specifically prepared site evaluation checklists were developed by the Consulting Team and used to record and evaluate site and infrastructure conditions. Detailed site evaluation checklists were developed

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for five sites; Barwon Downs, Beeac, Cororooke, Forrest and Swan Marsh to aid preparatory site analysis and inform future design and site development works (refer to **Appendix 3** for individual site reports).

Supporting photographic evidence of maintenance and/or reconstruction issues was also taken and examples included in this report to identify common and relevant site specific issues.

Table 01: Colac Otway Shire tennis facilities visited and inspected

Site location	Site ownership status	Total courts	Useable Courts	Floodlit courts	Acrylic	Asphalt	Red porous	SFAG	Concrete	Lawn
Apollo Bay	DSE	3	3	3	0	3	0	0	0	0
Barongarook	Council	2	2	0	0	2	0	0	0	0
Barwon Downs	Council	2	2	0	0	2	0	0	0	0
Beeac	Council	2	2	0	0	0	0	0	2	0
Beech Forest (Fergusson)	Council	2	1	0	0	2	0	0	0	0
Birregurra	DSE	2	2	2	0	2	0	0	0	0
Carlisle River	Council	2	1	0	0	1	0	0	1	0
Colac Central Reserve	Council / CSC	2	2	0	2	0	0	0	0	0
Colac Lawn	Council	19	17	0	0	0	2	2	0	15
Cororooke	Council	3	3	0	0	3	0	0	0	0
Cressy	DSE	2	0	0	0	2	0	0	0	0
Colac South Reserve	DSE	4	4	0	0	4	0	0	0	0
Eurack	Council	2	0	0	0	2	0	0	0	0
Forrest	Council	2	2	0	0	2	0	0	0	0
Gellibrand	DSE	2	2	1	0	2	0	0	0	0
Gerangamete	DSE	2	2	0	0	2	0	0	0	0
Johanna	DSE	2	1	0	0	1	0	0	1	0
Kawarren	DSE	2	2	0	0	2	0	0	0	0
Kennett River	Council	1	1	0	1	0	0	0	0	0
Larpen	Council	2	0	0	0	2	0	0	0	0
Lavers Hill	Council	2	1	0	0	2	0	0	0	0
Pennyroyal	Private / Council	2	2	0	0	2	0	0	0	0
Swan Marsh	Council	2	2	0	0	2	0	0	0	0
Warncoort	Council	2	2	0	0	0	0	2	0	0
Yeo	Council	2	2	0	0	2	0	0	0	0
TOTALS		70	58	6	3	42	2	4	4	15
AVERAGE		2.8	2.32	0.24	0.12	1.68	0.08	0.16	0.16	0.6

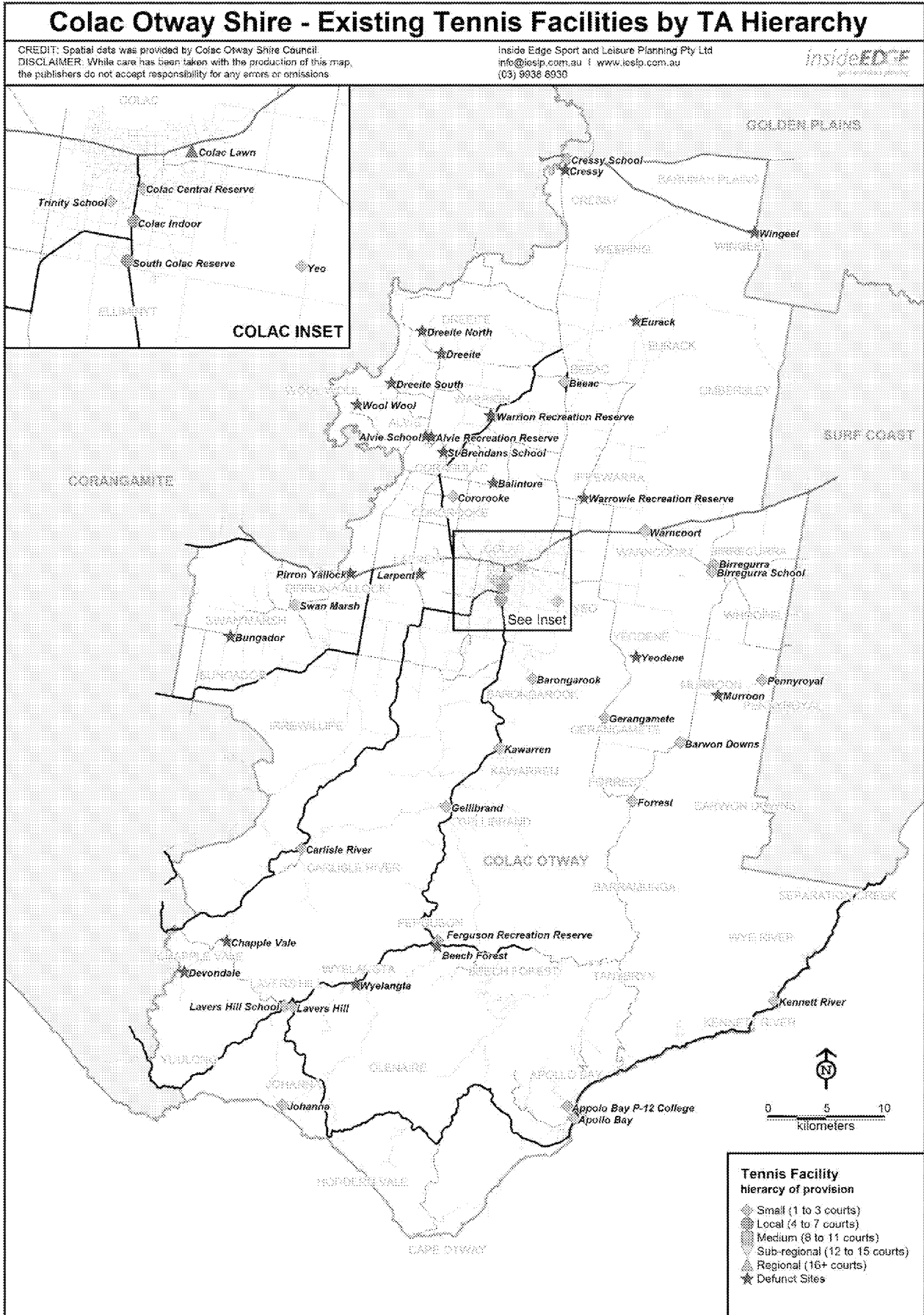
Map 01 following provides visual representation of the location and distribution of Colac Otway Shire tennis facilities, and their corresponding hierarchy status (under the Tennis Australia national facilities hierarchy – refer to Sections 5.3 for additional details on hierarchies).

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A number of technical resources and reference materials were used in the evaluation of courts and in the preparation of capital works recommendations and cost estimations. Key reference documents included:

- ⌘ Tennis QLD Design, Construction and Maintenance Manual
- ⌘ Tennis Australia Facility Planning Fact Sheets
- ⌘ Tennis Victoria and Sport and Recreation Victoria Tennis Facility Planning Guide
- ⌘ Netball Victoria and Sport and Recreation Victoria Netball Court Planning Guide.

In addition and where available, historic site and court condition information was researched and relevant references have been included within this report.



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3. KEY FACILITY ISSUES

This report chapter provides overall general discussion of key and common issues identified across Colac Otway Shire tennis facilities. Site specific issues have been identified within the Issues Matrix provided in Chapter 4 and is provided in full in **Appendix 4**.

Discussion around key issues has been the result of the completion of site inspections, visual observations and consultation with key stakeholders and industry representatives. .

3.1 Surface cracking and pavement condition

Court surface areas were inspected for minor cracking, degradation and quality of line marking. Court pavements were also inspected for signs of failure, which normally appear as severe cracking on the court surface and deformation of court levels (ie. heaving or sinking).

The majority of tennis courts across the Colac Otway Shire are asphalt (42 out of 70). Three courts are acrylic hard courts and four are concrete. Each of these surfaces (in any court instance) is subject to surface cracking and pavement failure.

The vast majority of asphalt courts appear to be experiencing significant surface quality and condition issues which can mainly be attributed to pavement failure, movement, change in sub-base conditions (eg. drought) and/or tree root invasion.

A significant number of asphalt courts were also observed to be experiencing high levels of surface wearing and degradation, with many promoting weed, moss and algae growth, signs that usage is irregular and that moisture is present on the court surface for extended periods of time.

The most significant combined surface and pavement failure issues were observed Barangaroo, Barwon Downs, Beeac, Beech Forrest (Fergusson), Johanna and Swan Marsh. These sites may require complete pavement reconstruction to restore them with a long-term playable surface.

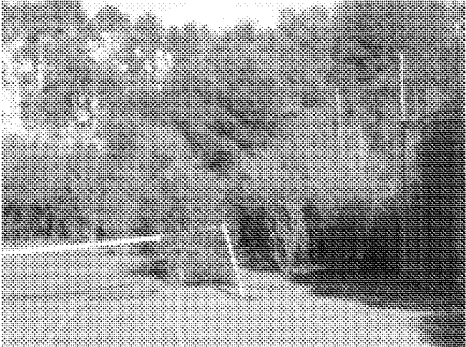




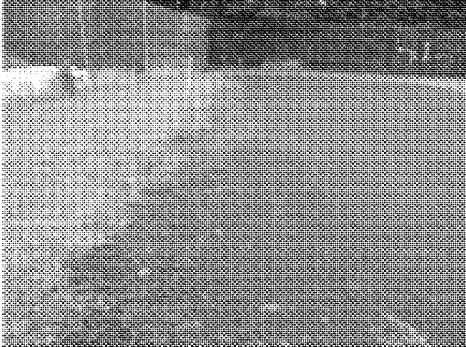
In most cases surface degradation has been left untreated, unresolved or actioned under short-term approaches that have now failed again. Patch repairs were observed in isolated areas, however without long-term maintenance procedures in place, ongoing issues will continue to develop. A long-term philosophy to court surface repair should be adopted and the prevention of moisture from entering existing surface cracks should be a priority to avoid current minor issues from further developing.

In addition to sites identified above, significant degradation and evidence of pavement failure has rendered courts at Cressy, Eurack and Larpent defunct and not capable of accommodating safe use for tennis. Furthermore, single courts at Beech Forrest (Fergusson), Carlisle River, Johanna and Lavers Hill are recommended for closure until significant surface rectification works are undertaken to bring courts back to a safe playable standard.

The introduction of a regular court surface maintenance and monitoring program would be highly recommended to identify issues as they appear. The introduction of a 10 year court resurfacing program would be highly desirable, as would the development of a court resurfacing policy that addresses the growing cost of surface replacement and renewal.

The photos following provide examples relevant to the discussion detailed above.

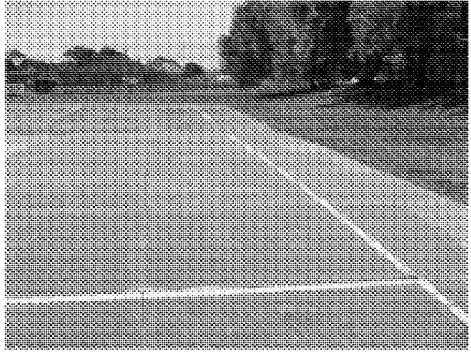
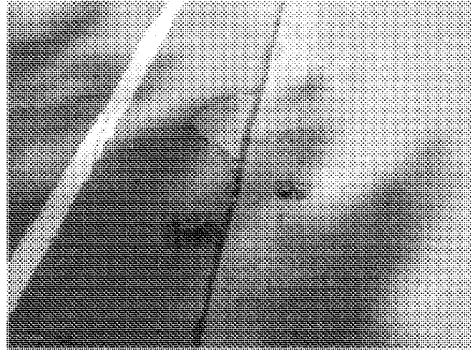
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<p align="center">Defunct site at Cressy</p>	<p align="center">Defunct site at Eurack</p>
	
<p align="center">Defunct site at Larpent</p>	<p align="center">Unplayable court at Beech Forrest (Fergusson)</p>
	
<p align="center">Unplayable court at Johanna</p>	<p align="center">Unplayable court at Lavers Hill</p>
	

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In addition to the many asphalt based (and surfaced) tennis courts across the Shire, four courts have also been constructed with concrete pavements at Beeac, Carlisle River and Johanna. Concrete pavement designs and construction methods used are highly unusual for tennis courts and more commonly associated with footpath construction. Courts have been built using multiple small concrete slabs which overtime have moved, creating an uneven playing surface and associated trip hazards and ball bounce issues. Concrete courts at Johanna and Carlisle River are now unplayable and courts at Beeac at showing significant signs of movement and failure.

This construction method is not considered appropriate for tennis courts and existing courts should be replaced overtime in-line with projected future usage and recommended hierarchy and priority development opportunities outlined in Chapters 4 and 5 of this report.

<p>Example of concrete pavement construction technique</p>	<p>Example of concrete slab trip hazards at Beeac</p>
	

3.2 Court drainage

Historical tennis court and drainage design of Colac Otway Shire tennis facilities contributes significantly to the many surface and pavement issues raised above. Drainage systems observed were mostly dysfunctional and provide inappropriate infrastructure to disburse surface water from court enclosures and distribute it to appropriate storm water or alternative outflows.

The common drainage design observed at most sites provides a single drainage swale between courts, with courts cresting in the middle directing water into the swale. Swales then direct, via very minimal court fall, water away from court enclosures. In most cases court falls and outflows are not sufficient enough to promote a functional drainage system.

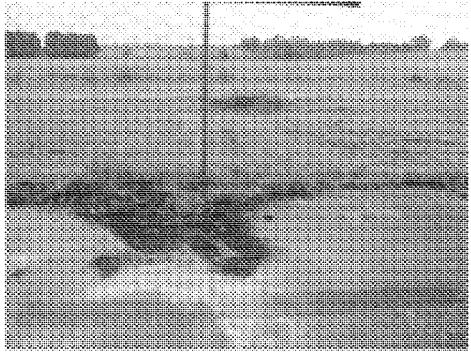
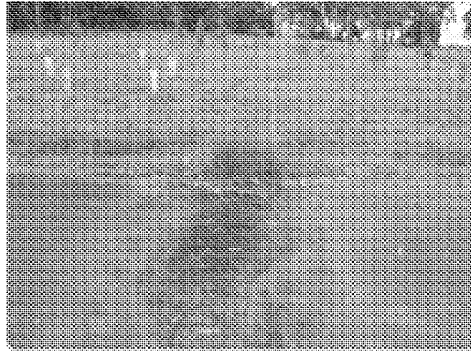
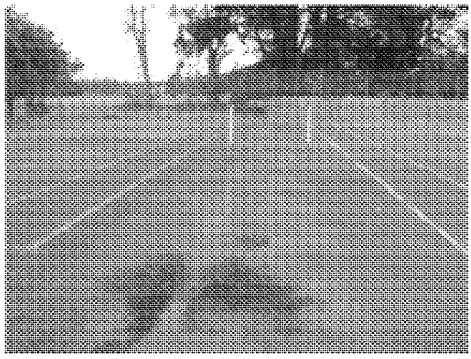
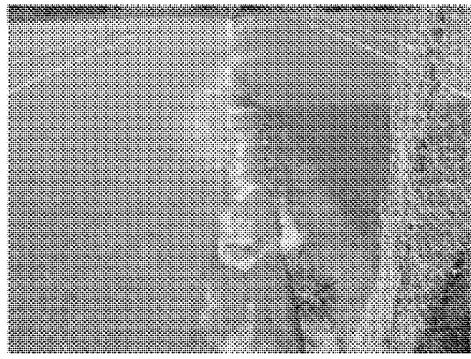
In addition, most drainage systems appear to have been dysfunctional for some time and moisture, dirt, grime, leaf litter, moss and algae have built up around drainage swale outflows, creating an additional barrier for water to collect and pool in. When left unattended, these issues begin to degrade court surfaces prematurely and cause longer-term court surface integrity issues.

The drainage system observed at the two-court synthetic grass facility at Warncoort also provides an ineffective drainage system that uses the same drainage principles as asphalt courts. In this case, surface water falls towards a drain between the courts, along with sand particles and leaf litter, that create a build-up in the drain.

Any new courts to be developed across the Shire should be designed with an effective and efficient drainage system, and be designed to meet site specific conditions. Court designs should also promote court fall gradients of 1:100 for asphalt and concrete pavement constructions. This allows surface water to drain to designated point(s) at court enclosure boundaries and flow in designated drains designed to carry water away from courts and their sub-base.

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The photos following provide examples relevant to the drainage issues detailed above.

<p>Example of common two-court drainage outflow</p>	<p>Example of common two-court drainage outflow</p>
	
<p>Example of common two-court drainage swale between courts</p>	<p>Example of drainage system at Warncoort</p>
	

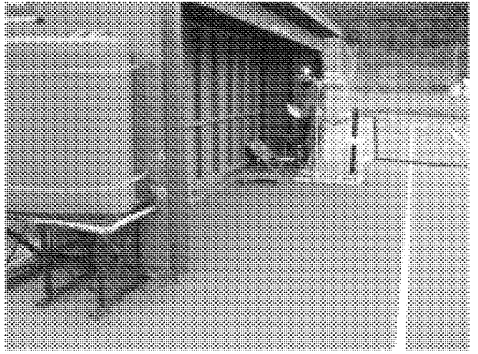

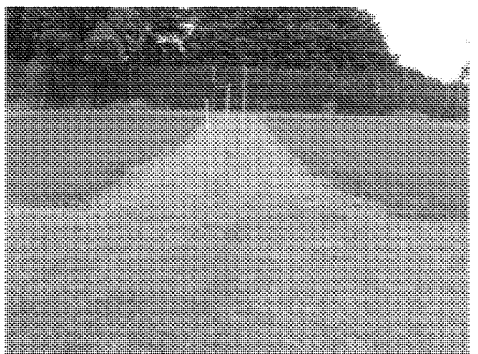
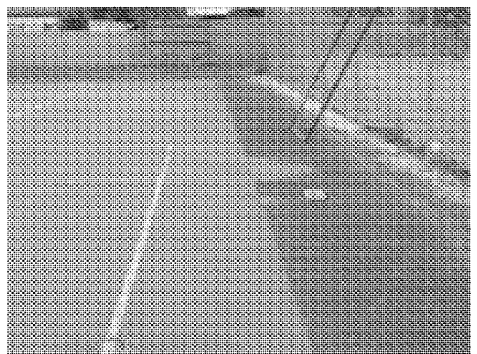
3.3 Tennis court run-off areas

Many existing tennis courts across the Shire fail to meet Tennis Australia’s recommended court area and run-off dimensions. Tennis Australia provides a range of distances, from **minimum** distance requirements to **recommended** distances. In some cases high level player injury risks were identified with structures such as drainage grates, handrails, viewing sheds, umpires chairs and fences all located within minimum recommended run-off areas.

In addition to many courts not meeting distance requirements, around half did not provide a consistent run-off surface with the main court surface. Examples included the use of grass verges in run-off areas and asphalt run-offs for acrylic hard courts. Changes in surface type can pose player injury risk due to the change in surface stability, texture and grip.

The following photographs identify a range of court run-off and obstruction issues that pose potential player injury risks, as well as examples of inappropriate use of different court run-off surfaces.

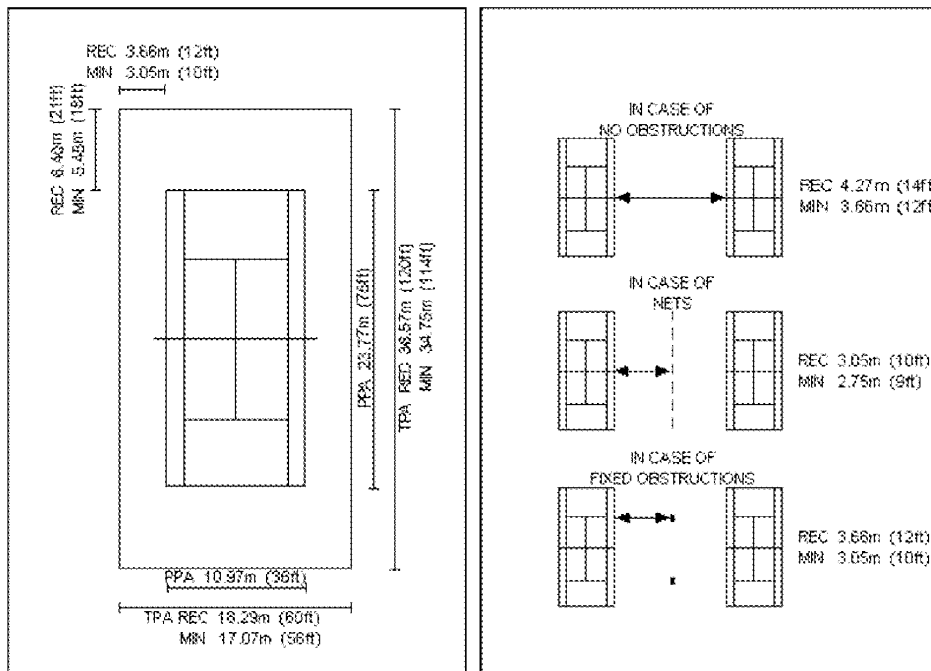
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<p>Example of court run-off area obstruction at Kennett River</p>	<p>Example of court run-off area obstruction at Swan Marsh</p>
	
<p>Example of change in court run-off area surface at Lavers Hill</p>	<p>Example of change in court run-off area surface at Colac Central Reserve</p>
	

The diagram following (not to scale) provides visual representation of minimum and recommended court dimension standards. Where tennis courts fail to meet minimum standards, appropriate risk management plans should be developed by clubs to ensure that player safety is ensured. Any new court or redeveloped court should be constructed to meet **recommended** court enclosure and run-off dimensions.

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Figure 01: Tennis Australia court enclosure and run-off dimensions



Principle Playing Area (PPA) and Total Playing Area (TPA)

Inter-court Spacing

3.4 Netball court run-off areas

While netball court inspections were not the main focus of the tennis facility audit program, seven sites visited and inspected were multi-line marked to accommodate both tennis and netball. Where courts could not meet minimum requirements (ie. at Colac Central Reserve, Cressy, Carlisle River, Gellibrand and Kennett River), change in run-off surface and the presence of fixed infrastructure were the main causes of run-off deficiency.

Only netball courts at Apollo Bay and Birregurra generally met Netball Victoria's **minimum recommended** run-off distances of 3.05m from goal and sidelines. Netball Victoria and Sport and Recreation Victoria's *Netball Court Planning Guide* states, 'The 3.05m run off clear space, of the same surface as the court, outside each sideline and end line is an International Federation of Netball Association guideline adopted by Netball Australia to ensure the safety of players and umpires. Run-off space must be clear of obstructions including seating, fencing and light poles.'

A distance of 3.65m is also recommended between courts, where two or more netball courts are provided in the one court enclosure.

Where adequate run-off distances cannot be provided, appropriate risk management plans should be developed by clubs to ensure that player and umpire safety is ensured. Any new court or redeveloped court should be constructed to meet recommended court enclosure and run-off dimensions.

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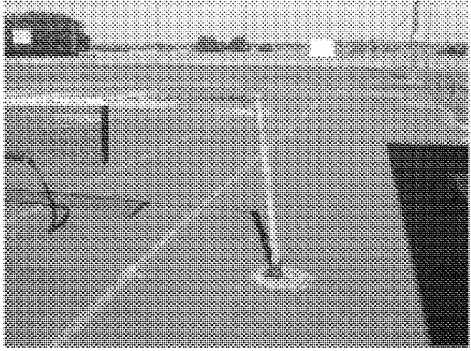

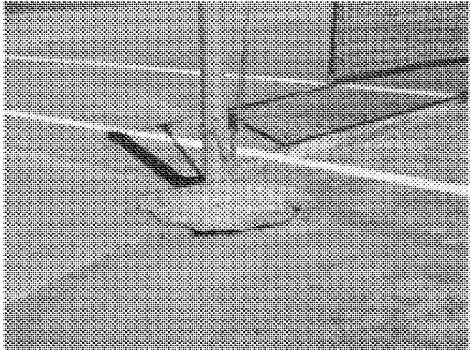
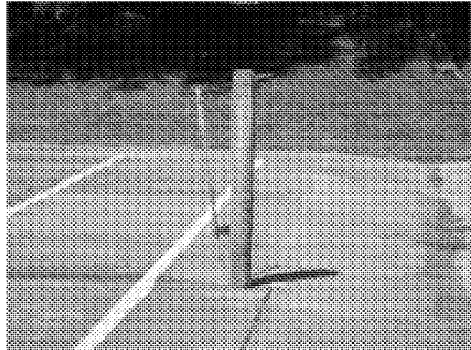
3.5 Tennis net posts

A large range and variety of tennis net posts are installed across Colac Otway Shire tennis courts, with many agricultural solutions providing the most basic of posts and systems.

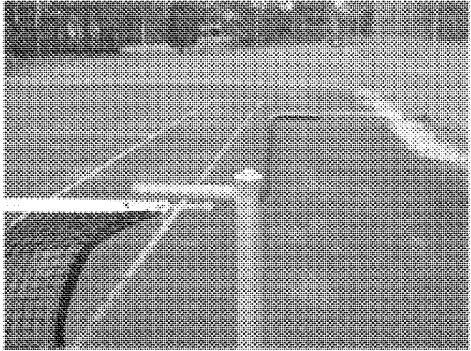
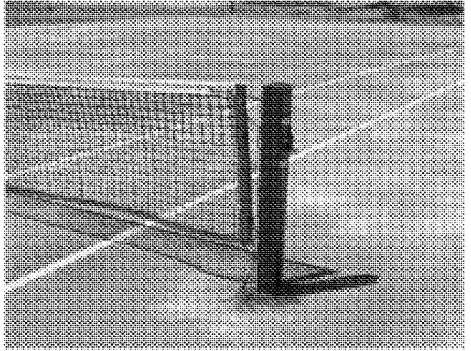
Most tennis net posts are rusting, leaning and/or heaving at their footings and over time will require replacement to ensure their integrity. Excavating post footings from asphalt or concrete bases can be expensive and it is recommended that as posts begin to fail or when court surface works are undertaken, they are replaced with new posts and footings and include removable or drop down winding mechanisms to prevent risk of player injury. Fixed net cable winders can present injury risk for players, particularly during coaching drills where winders are at head height for younger players.

New nets and posts (depending on the level of footing excavation required) may range from \$1,200 to \$2,500 per court, including supply and installation of posts and nets.

The photos below provide a selection of agricultural solutions and older style fixed handle winding mechanisms that are undesirable for public access facilities. Examples of preferred drop down winding mechanisms are also shown.

<p>Example of common leaning tennis net posts</p>	<p>Example of common leaning tennis net posts</p>
	
<p>Example of tennis net post and footing failure</p>	<p>Example of inappropriate tennis net posts installation</p>
	



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Example of a common fixed handle winding mechanism	Example of a preferred removable/drop-down winding mechanism
	

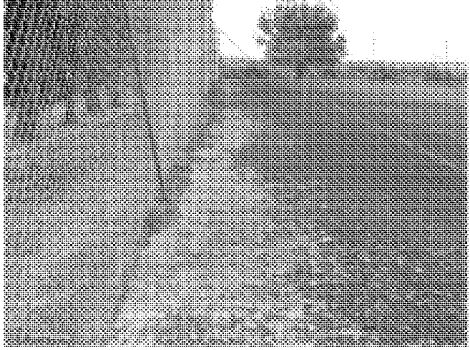

3.6 Court cleaning and grooming

Regular cleaning and maintenance of all hard court surfaces is essential in prolonging their life and providing quality playing surfaces for users. Most hard court surfaces (including acrylic hard court, asphalt and concrete) inspected required high pressure cleaning to rejuvenate surfaces and to remove films of dirt and grime built up over time. The presence of moss and algae was also observed at many sites, which is a sign of irregular court cleaning and maintenance.

High pressure cleaning should be conducted by an experienced contractor and is generally priced at around \$400 to \$450 per court. Council may wish to engage a single contractor to clean all courts to provide some economies of scale for clubs.

Example of court surfaces requiring regular cleaning (dirt build-up)	Example of court surfaces requiring regular cleaning (moss and dirt build-up)
	

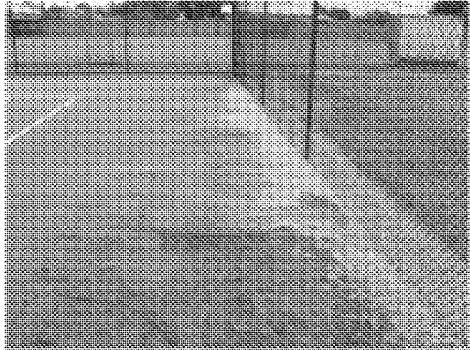
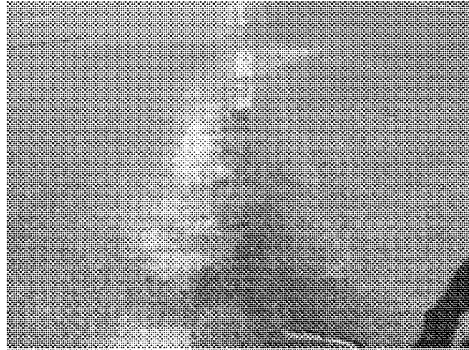
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Example of court surfaces requiring regular cleaning (algae growth)	Example of court surfaces requiring regular cleaning (weed and algae growth)
	

Court grooming issues were also observed on sand-filled artificial grass courts at Warncoort and Colac Lawn Tennis Clubs. Across all four synthetic grass courts, minimal grooming has taken place to redistribute sand and limited maintenance work to remove leaf / tree litter was observed.

Where sand grooming has not taken place, the result is courts with very sandy surfaces that require extensive grooming to provide an even spread of sand across entire court enclosure areas. Ideally, excess sand should be removed by an experienced contractor and synthetic piles rejuvenated to improve playing conditions.

Algae growth was also evident on the courts at Colac Lawn and heavy leaf littering of the Warncoort courts was also observed. These issues should be addressed through regular ongoing maintenance. An extensive deep surface clean at both Colac Lawn and Warncoort facilities would be highly desirable to bring them back to a high quality playing surface and to prolong pile life.

Synthetic grass cleaning issues at Colac Lawn	Synthetic grass cleaning issues at Warncoort
	

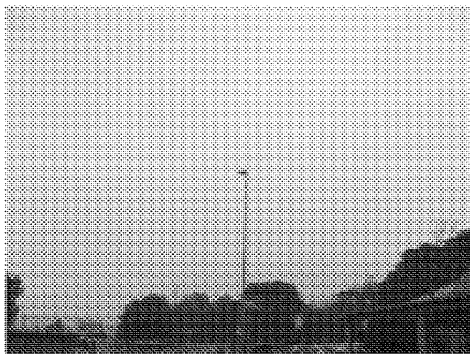


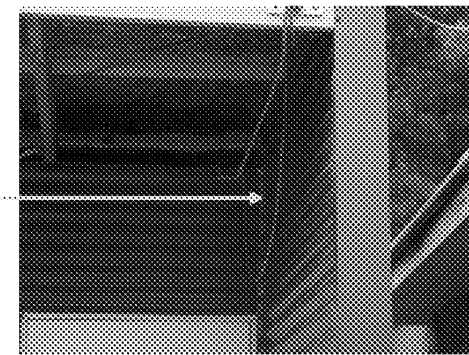
It is recommended that Council provide clubs with standard regular court maintenance guidelines and cleaning schedules (specific to their court surface) to ensure appropriate regular maintenance is undertaken as part of their tenancy and occupancy arrangements.

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3.7 Court lighting

No tennis courts provided within the Shire have access to appropriately designed and functioning tennis court lighting. Multi-use tennis and netball courts at Apollo Bay, Birregurra and Gellibrand provide some lighting capable of supporting netball training activities. Lux level tests were not carried out on the performance and functionality of lighting systems, but it is unlikely that any would meet the 350 lux and uniformity requirements of competition tennis.

The lighting systems observed at Apollo Bay and Birregurra appeared suitable for their level of use, but lighting installed at Gellibrand poses significant safety risk and should be investigated by a qualified electrical contractor. The photos below provide examples of lighting systems provided at each of the three sites with floodlighting.

Example of lighting system at Apollo Bay	Example of lighting system at Birregurra
	
Example of lighting issues at Gellibrand	Example of cabling issues at Gellibrand
	

The two sand filled artificial grass courts at Colac Lawn Tennis Club have been designed and cabled to accommodate floodlighting in the future, however no lighting towers and luminaires have ever been installed.

Any future lighting installations for tennis should be completed with specialist technical design and electrical engineering advice and should be developed in accordance with current Australian Standards.

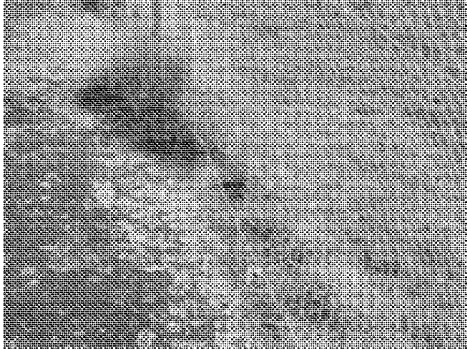
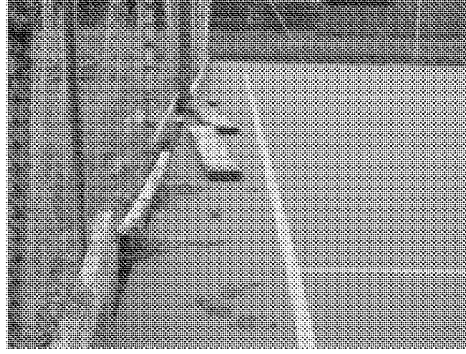
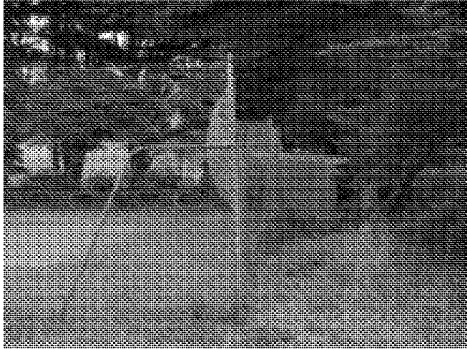

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3.8 Fencing

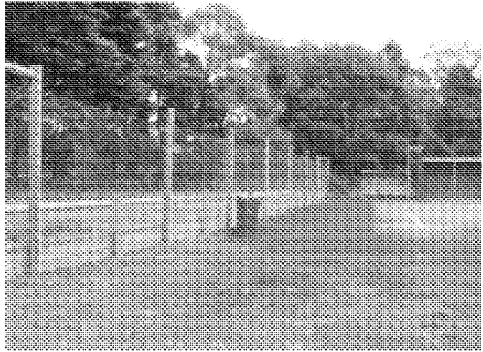

The majority of court enclosure fencing across Colac Otway Shire tennis courts is galvanised chain mesh fencing, provided *without* top or bottom rails. In most instances, fence curling and rusting was observed, creating risk and player injury issues. Without top or bottom rails, fence structures may experience premature deterioration and require additional ongoing maintenance to alleviate risk issues.

Other agricultural examples including the use of timber posts and chicken wire are also widely used across the Shire. While fencing may perform its basic function of stopping tennis balls, the longevity of timber posts and the durability of chicken wire is questioned within a public tennis court environment.

The photos below provide examples of common fencing materials used and issues identified in the discussion above.

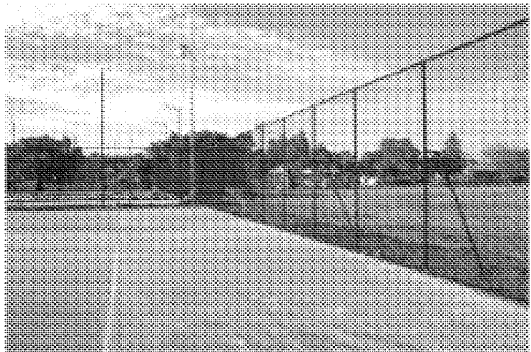
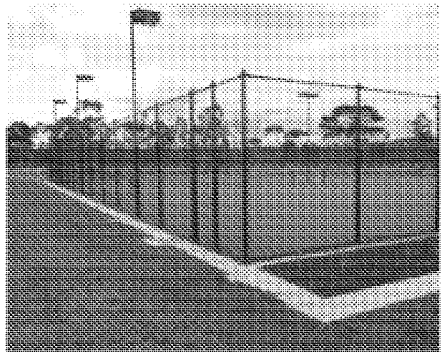
<p>Example of common galvanised chain mesh fencing and curling (no bottom rail)</p>	<p>Example of common galvanised chain mesh fencing and curling (no bottom rail)</p>
	
<p>Example of common galvanised chain mesh fencing (no top rail)</p>	<p>Example of common galvanised chain mesh fencing (no top rail)</p>
	

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<p>Example of timber post and chicken wire fencing at Gellibrand</p>	<p>Example of timber post and chicken wire fencing at Gellibrand</p>
	

It is recommended that any future fence replacement or installations be undertaken using black powder coated mesh (to prevent rusting) and are provided with top and bottom rails (to maintain form and reduce injury risk) at heights between 3.0m and 3.6m (refer to photos below for installation examples). In addition to the visual benefits, functional and life-cycle cost benefits are likely to be achieved. Current pricing for supply and installation of this type of fencing is between \$120 and \$150 per linear metre and bottom rail supply and installation is estimated at \$25 per linear metre.

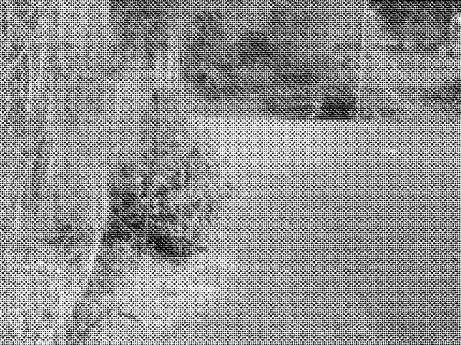

Australian Standard 1725.2 for tennis court fencing in commercial environments was drafted in September 2010 and adherence to this standard in all future tennis court fencing design and installations is recommended.

<p>Example of black powder coated fence with top and bottom rails</p>	<p>Example of black powder coated fence with top and bottom rails</p>
	

21/12/2011

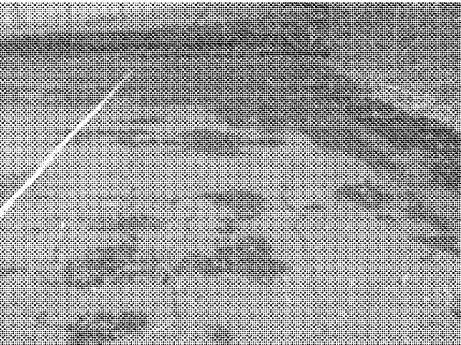
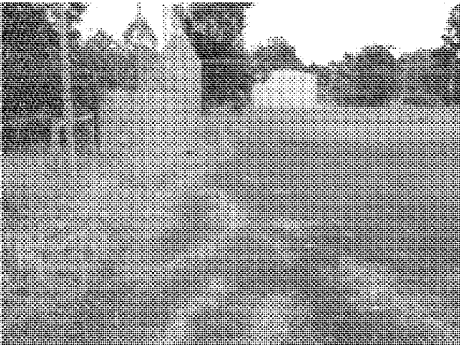
3.9 Landscaping and court surrounds

The majority of sites inspected have both visual and functional issues with existing areas immediately surrounding court enclosures, particularly the presence of inappropriate trees and vegetation within close proximity of courts (ie. *Eucalyptus* species). Trees with large canopies that overhang into court enclosures, dropping leaves and debris are problematic and if left unmaintained will lead to the premature degradation of court surfaces. Additionally, the build-up of leaf litter and debris on court surfaces contributes to the degradation and dysfunction of drainage systems that are already struggling to remove surface moisture from the courts.

Common example of court surfaces with encroaching vegetation	Common example of court surfaces with leaf litter build-up
	

Large trees are also impacting court surface and base pavement integrity at more than half of Council's tennis facilities, primarily through tree root invasion. Some examples were observed where root invasion patching previously completed had failed again, possibly through not removing root structures that are causing the damage.

It is recommended that any new court construction or reconstruction is completed with appropriate root barriers in place to reduce risks of tree root invasion, and any future tree root correction works includes the removal of root systems, where practical.

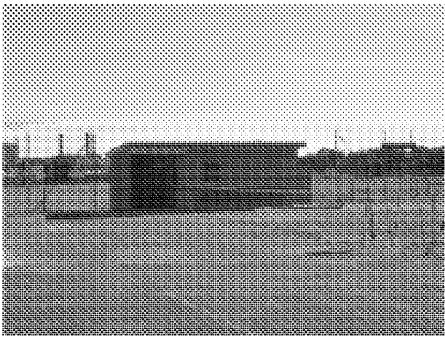
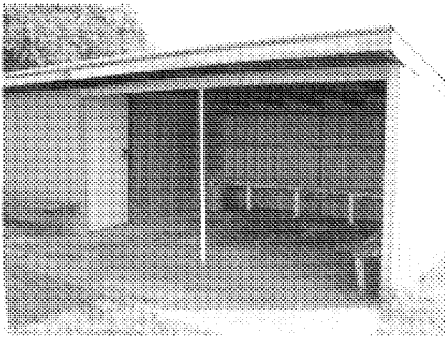
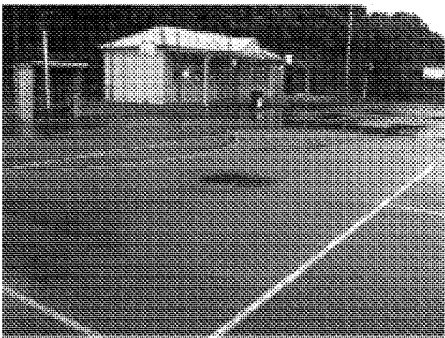
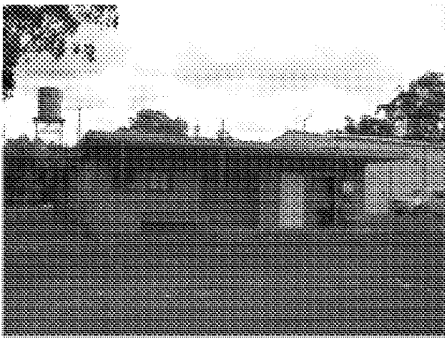
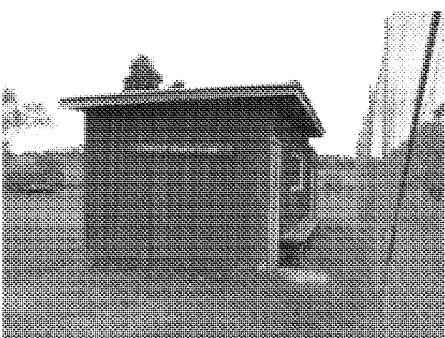
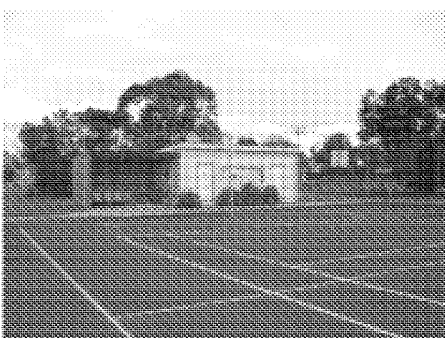
Common example of surface cracking from tree root invasion	Common example of surface cracking from tree root invasion
	

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3.10 Clubhouses and spectator shelters

Many sites inspected provided very basic clubroom and player / spectator accommodation amenities. Generally, two types of court user accommodation are provided; besa brick and tin shed spectator shelters, or basic level clubrooms. Most clubroom facilities are modest with only basic social area, kitchenette and toilet amenities.

The photos below provide some common examples of the type and condition of player and spectator amenities provided across Colac Otway Shire tennis facilities.


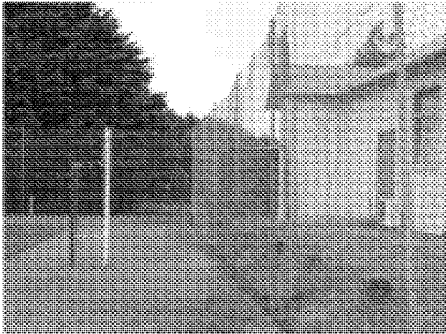
Common example of besa-brick courtside shelter	Common example of courtside tin shelter
	
Example of clubrooms at Apollo Bay	Example of clubrooms at Gerangamete
	
Example of clubrooms at Forrest	Example of clubrooms at Beeac
	

21/12/2011

All clubroom facilities are ageing, in a state of disrepair or rapidly reaching the end of their functional life. While the status and condition of clubroom facilities falls outside the scope of this project, it would be desirable for Council to assist active tennis clubs in sourcing funding to continue to improve and maintain their off-court facilities to provide more welcoming environments that better meet contemporary standards.

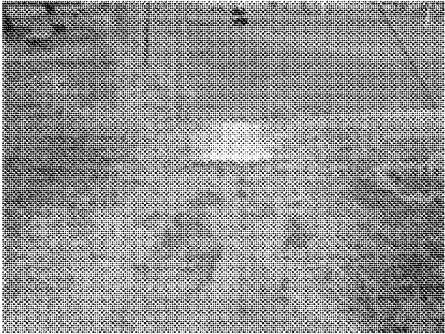
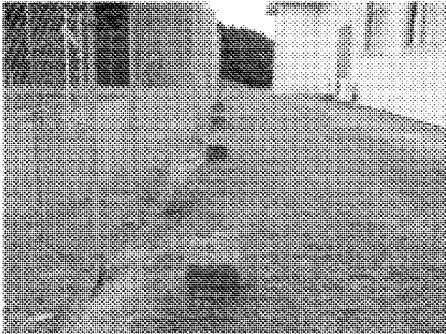
A small number of sites are also located central to rural township meeting areas and community precincts. At these sites, the tennis club and facility forms the main active recreation facility for the town and surrounding area. These sites are also generally provided in conjunction with the local community hall, CFA shed and/or public reserve and toilet facilities.

Photographic examples are provided below for Yeo and Lavers Hill, but facilities at Barangaroo, Carlisle River, Eurack and Pennyroyal also fall into this category.

<p align="center">Example of local community hall at Yeo</p>	<p align="center">Example of local community hall at Lavers Hill</p>
	

3.11 Accessibility

The majority of sites inspected had limited to no provision for accessible entry into court enclosures, with a range of sites also having difficult to negotiate access for all users. The provision of accessible toilets across Shire tennis facilities was also limited. Tennis facilities in their current condition and state of inaccessibility would make it difficult for all potential users to access and use them.

<p align="center">Common example inaccessible entry to court enclosures</p>	<p align="center">Common example inaccessible entry to court enclosures</p>
	

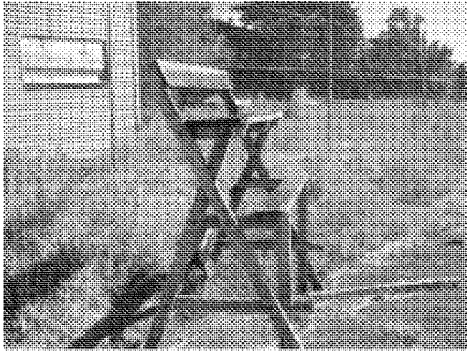
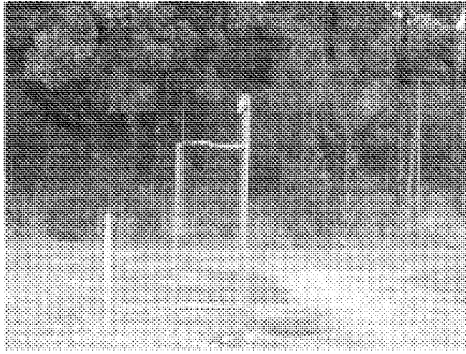
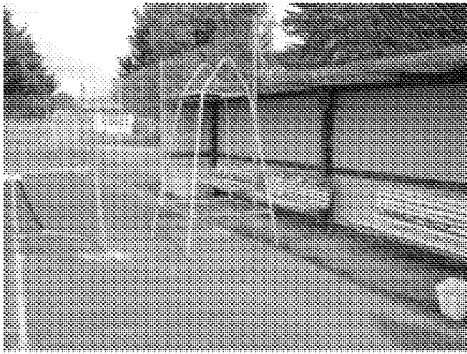
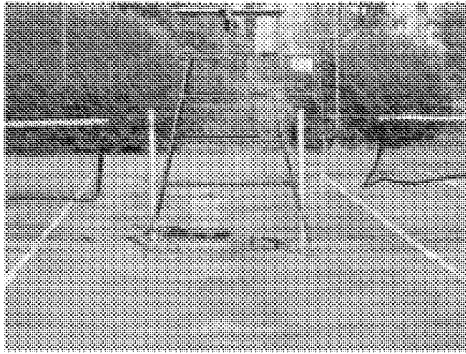
21/12/2011

All future tennis court constructions or redevelopments should provide court access commensurate with current accessible design standards, including consideration of gate widths, at grade entry to court enclosures, court surfaces and use of path materials that promote mobility for people with disabilities.

3.12 Umpires chairs

A large number of sites inspected have dysfunctional umpires chairs located within court enclosures and within recommended minimum run-off areas. Many also pose player and spectator safety risks through the lack of chair backs, protruding and unfixed poles and the appearance of lacking structural integrity.

If umpires chairs do not serve a practical purpose, they should be removed from all sites or replaced with a standard designed chair that meets any required International Tennis Federation (ITF), Australian or other applicable design guideline.

<p>Example of a dysfunctional umpires chair</p>	<p>Example of a dysfunctional umpires chair</p>
	
<p>Example of umpires chair in run-off area</p>	<p>Example of umpires chair in run-off area</p>
	

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4. SITE SPECIFIC ISSUES MATRIX

The issues matrix following provides a summary of priority issues identified through site inspections undertaken. **Appendix 4** provides a full Issues Matrix and a separate MS Excel file has been provided to accompany this report, enabling Council to continually update and evaluate priorities as issues are addressed. The preceding report chapter (Chapter 3) provides a background and outline description of the issues identified in the Issues Matrix. Further description of each issue type is provided on the following page.

Issues identified have been recorded for each of the 25 sites visited and priority issues filtered using a weighted evaluation criteria to identify priority safety, risk and other important structural issues shire-wide. Each issue for each venue has been allocated a score of 0, 1 or 2 depending on the scale of issue identified. Scores are based on the following criteria:

- ※ 0 = no issue identified
- ※ 1 = identified as a general facility issue or an issue on at least one court
- ※ 2 = identified as a major facility issue or an issue impacting two or more courts.

Issues have been identified for the following categories and the associated weightings applied to each to identify the key priorities:

※ Civil court issues	40%
※ Court enclosure issues	10%
※ Court surface issues	30%
※ Nets and net post issues	5%
※ Court fencing issues	10%
※ Court surround(s) issues	5%
※ Lighting issues	0% (not weighted as no tennis facility has lighting designed for tennis use)
※ Car parking issues.	0% (not considered relevant to overall tennis related development priorities).

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4.1 Description of issues

The following table provides a more detailed description of each facility issue identified. They are grouped into their associated weighted category.

4.1.1 Court Issues

Pavement failure	Court pavement has ruptured, collapsed or showing signs of deterioration.
Pavement construction	Construction methodology(ies) used are not consistent with current practices or Australian Standards.
Tree root invasion	Court surface is showing signs of tree root damage, including cracking or heaving.
Drainage failure	Visual evidence that surface water is failing to drain from court enclosure.

4.1.2 Court enclosure issues

Run-off distance	Run-off distances do not meet current recommended minimum ITF guidelines.
Run-off surface	Multiple or different court surface materials provided within minimum court run-off area (eg. asphalt and grass).
Court size	Court(s) are not consistent with standard tennis court dimensions.
Court orientation	Court(s) are not consistent with optimal north-south court orientation.

4.1.3 Court surface issues

Surface cracking	Visual evidence that court surface is cracking.
Surface degradation	Visual evidence that court surface materials have degraded or showing significant signs of wear.
Irregular surface material	Court surface material is non-consistent with current surface standards (eg. coarse or loose asphalt).
Moss / algae growth	Visual evidence of moss and/or algae growth on court surface.
Weed / vegetation growth	Visual evidence of weed or vegetation growth on or through court surface.
Line marking – quality	Line marking is showing signs of wear and visibility is poor.
Line marking – multi-sport	Court(s) are line marked for more than tennis.

4.1.4 Nets and net post issues

Net ripped / no net	Nets are ripped, damaged or not provided.
Leaning posts	Visual evidence that net post(s) are leaning.
Irregular post / material	Net posts provided are not consistent with contemporary materials and/or safety standards.
Dangerous winders	Net winders protrude from post and do not fold down.

No / dangerous post hole caps	Where net posts can be removed for multi-sport use, hole caps are not provided or they create trip hazards
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4.1.5 Court fencing issues

No top rails	Court enclosure fence wire is not secured to top rail.
No bottom rails	Court enclosure fence wire is not secured to bottom rail.
Rusted / broken fencing	Visual evidence that fence wire is deteriorating, rusting and/or is broken or vandalised.
Fence curling	Visual evidence that fence wire is curling at the base, creating a player safety hazard.
Irregular fence material	Fencing materials or products used are not consistent with general guidelines or current Australian Standards (eg. chicken wire and timber posts).

4.1.6 Court surround(s) issues

Overhanging trees	Tree branches overhang into the court enclosure.
Overhanging vegetation	Vegetation overhangs or protrudes through fencing into the court enclosure.
Granulated pathways	Granulated materials are used on pathways adjacent to court enclosures, resulting in soiled court surfaces.
Mulched garden beds	Mulch in garden beds adjacent to court enclosures, resulting in soiled court surfaces.
Powerlines	Power lines stretch above or overhang into the court enclosure.

4.1.7 Court lighting issues

Irregular lighting design	Tennis court lighting provision (including layout, poles and/or fittings) does not meet current Australian Standards.
Insufficient lux levels	Tennis court lighting provided does not provide minimum levels of performance and uniformity based on level of play and Australian Standard requirements.

4.1.8 Car park issues

No on-street parking	Car parking for tennis participants is not provided on adjacent streets.
No-off street parking	Dedicated car parking for tennis participants is not provided within close proximity to the courts.
Car parking area not sealed	Dedicated car parking for tennis participants is provided, but is not sealed and/or formalised.

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5. FUTURE FACILITY PROVISION

This report chapter provides future planning, design and development advice regarding the improvement and redevelopment of existing tennis facilities across the Shire. It considers the likely future demand for tennis participation and assesses the strategic issues and priorities that clubs and Council face in improving facilities.

Details of future facility hierarchy and distribution, facility development models, facility life-cycle costs and prioritised recommendations are also provided in this chapter.

5.1 Tennis activity in the Shire

Participation in tennis across the Colac Otway Shire is generally local. Local clubs have a small but active membership, with the average club membership between 30 and 50 players. However, a number of clubs have limited memberships of less than 10 and some facilities set in rural settlements don't host or promote active clubs. Local demand is not large enough to sustain large club facilities, but it is sufficient to create a well networked suite of facilities that meet local objectives.

District association competition is played on Saturdays within the Polwarth and District Tennis Association (PDTA), with some internal competition played at Colac Lawn Tennis Club. Local team participation in the VCTA's Country Week is generally well supported by a range of local clubs.

Historically a national junior tournament (or OJT) has been run from the Colac Lawn Tennis Club. However recent numbers have not been increasing and its long-term future in Colac should be investigated and where possible, supported and secured by local and regional tennis and government partners.

The lack of appropriate floodlighting and local weather conditions (ie. winter temperatures) restricts weekday use of tennis facilities. Colac Indoor Tennis Centre facilitates any local social evening tennis activities, being the only facility within the Shire capable of hosting night tennis. The Centre also has many competing multi-sport uses.

Coaching opportunities within the Shire are limited to the Colac Indoor Tennis Centre, Colac Lawn Tennis Club and Elliminyt Tennis Club, who collectively conduct the majority of coaching programs and activities in the Shire. This creates a significant gap in coaching and tennis development opportunities outside of Colac.

Local tennis development pathways are generally facilitated through the Colac Lawn Tennis Club, with local talented players generally favouring larger and stronger competitions in Geelong, where travel is supported by parents. The Colac Otway Shire also falls within the Barwon Sports Academy catchment, of which tennis is an active sport on the program.

5.2 Projected market for tennis in the Shire

Participation in tennis can be measured in a variety of ways. For the purposes of the Colac Otway Shire Tennis Facility Audit and Development Plan, the measurement and analysis of tennis participation has focussed on the use of standard industry resources (including the *Participation in Exercise Recreation and Sport Survey* and *Children's Participation in Organised Cultural and Leisure Activities* data sources) and on projected population data supplied by the Colac Otway Shire

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In assessing the future local market demand for tennis across the Colac Otway Shire, *insideEDGE* has conducted a tennis market scenario analysis using custom designed statistical modelled that builds participation profiles based on historical ERASS and ABS participation data, modelling against future population projections and demographics.

The following tables provide a summary of the market analysis.

Table 02: Colac Otway Shire tennis participation market analysis – participation forecast by settlement pattern

Suburb/ Township	Participation change – Forecast number of players					Projected participation change 2010 to 2030
	2010	2015	2020	2025	2030	
Colac - Central	258	265	275	284	290	32
Colac - East	193	197	201	207	213	20
Colac - West	219	234	253	270	287	68
Elliminyt	208	227	253	282	308	100
Great Ocean Road - Otways	196	205	219	231	243	47
Rural North	249	243	241	243	249	0
Rural South	229	237	243	249	254	25
TOTALS	1,552	1,609	1,684	1,767	1,845	293

Table 03: Colac Otway Shire tennis participation market analysis – projected change by settlement pattern

Suburb/ Township	Projected participation change – by number and percentage of players							
	2010 - 2015		2015 - 2020		2020 - 2025		2025 - 2030	
	Number	%	Number	%	Number	%	Number	%
Colac - Central	7	2.6%	10	3.7%	9	3.3%	6	2.2%
Colac - East	4	2.1%	4	1.9%	6	3.1%	6	3.1%
Colac - West	16	7.1%	19	8.0%	18	7.0%	16	5.9%
Elliminyt	19	9.0%	26	11.2%	29	11.4%	26	9.4%
Great Ocean Road - Otways	10	4.9%	13	6.5%	13	5.8%	12	5.0%
Rural North	-5	-2.6%	-2	-0.7%	2	1.0%	6	2.3%
Rural South	8	3.7%	10	3.7%	6	2.6%	6	2.2%

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Table 04: Colac Otway Shire tennis participation market analysis – participation forecast by age

Age cohort	Participation change – Forecast number of players					Projected participation change 2010 to 2030
	2010	2015	2020	2025	2030	
5 - 14	332	343	367	389	403	71
15 - 24	263	251	249	259	274	11
25 - 34	188	208	214	216	222	34
35 - 44	250	264	281	300	312	62
45 - 54	231	231	243	256	270	39
55 - 64	160	167	172	175	184	24
65 - 99	128	144	158	171	180	52
TOTALS	1,552	1,609	1,684	1,767	1,845	293

From the participation market analysis conducted, it is likely that the future market for tennis in the Colac Otway Shire will:

- ⌘ Grow slightly but steadily over the next 10 to 20 years, including growth across all settlement patterns. The Rural North settlement(s) will experience fluctuations rather than growth between 2010 and 2030.
- ⌘ Grow more quickly (than other areas) across the settlements of Colac West, Elliminyt and the Great Ocean Road – Otways between 2010 and 2020.
- ⌘ Grow slightly but steadily in all age groups from ages 5 and over, with the exception of the 15 to 24 year age group. The market for tennis participants in this age group is projected to decline in the short-term, but experience an overall increase in the long-term.
- ⌘ Provide the greatest number of potential players in the 5 to 14, 15 to 24 and 35 to 44 year age groups. This provides a greater emphasis on the need to encourage junior and family participation opportunities.
- ⌘ Provide an increased market for 65+ year olds, however the take-up of tennis within this age group is difficult to measure once participants reach 75 years of age.

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5.3 Tennis facility hierarchy

Tennis Australia via its *Facility Development and Management Framework (Tennis 2020)* identifies a preferred hierarchy of tennis facilities which has been developed to assist in providing a planned approach to tennis facility infrastructure provision across Australia.

Tennis Australia provides a tennis facility hierarchy based on court numbers per venue and associated programs and services delivered. The following table identifies the national hierarchy levels and associated court numbers and service delivery focus.

Table 05: Tennis Australia facility hierarchy

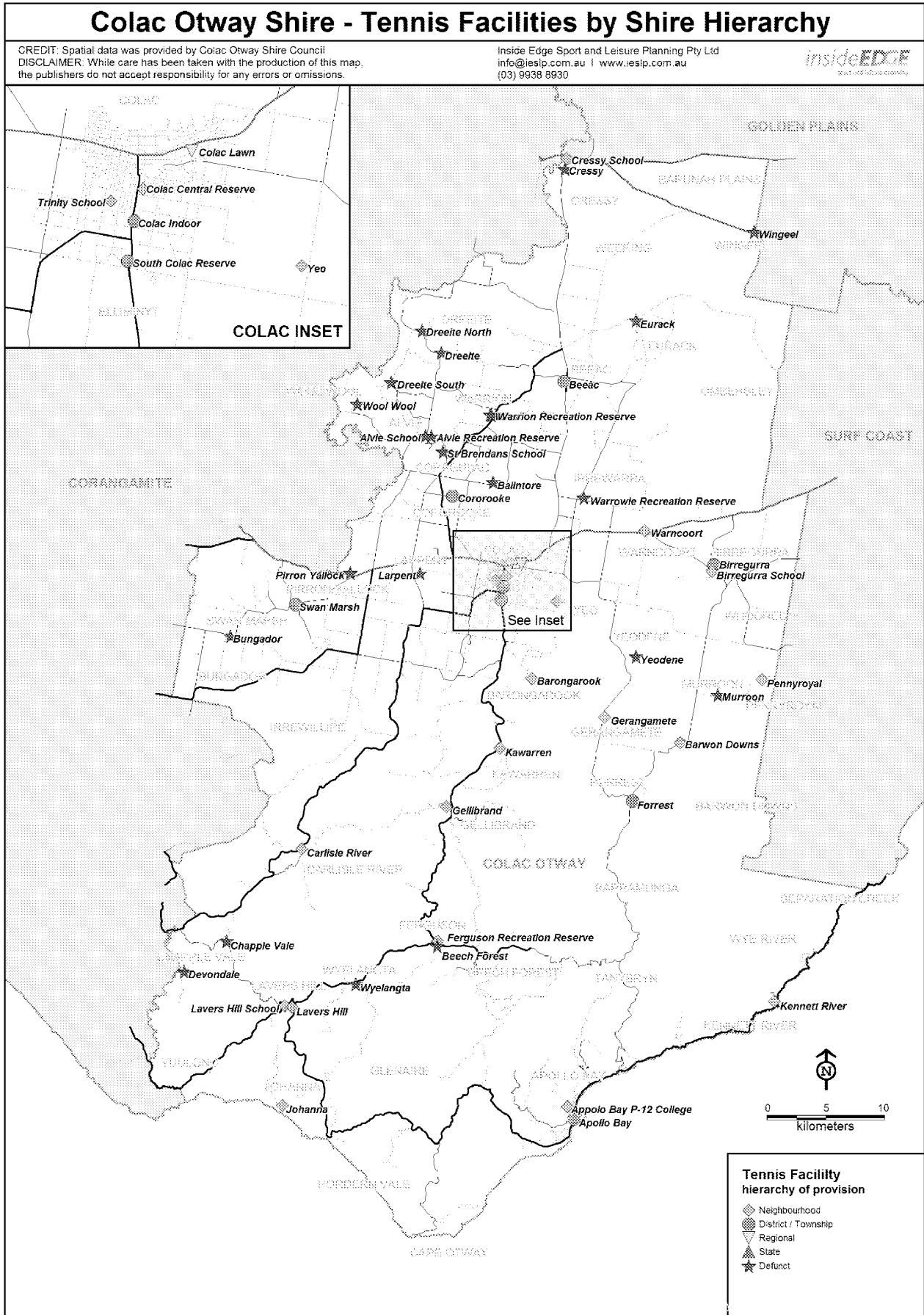
Facility type	No of courts	Tennis delivery focus
Small	1 to 3	Public access and social play
Local	4 to 7	Inter-club and social competition Coaching and pathway development Feeder club to medium facility
Medium	8 to 11	Inter-club competition and local tournaments Coaching and pathway development High performance training centre feeder Resource for smaller clubs and associations
Sub-regional	12 to 15	Intra and inter-club competition and tournaments Coaching and pathway development High performance training focus Resource for smaller clubs and associations
Regional	16+	National and state based tournaments Intra and Inter-club competition High performance development centre Coaching and pathway development Resource for smaller clubs and associations
National	20+	International / national tournaments and events High performance coaching and training centre

Through stakeholder discussions and analysis of the Colac Otway Shire township and settlement pattern, it is evident that the Tennis Australia hierarchy would not suit the objectives, size and distribution patterns of the existing Shire tennis club and facility network.

The current structure of facilities would provide one regional facility, one local and 23 small facilities (some of which are now defunct sites). Developing facilities to meet the Tennis Australia hierarchy is not considered practical or financially viable, but using its service delivery focus will assist in creating alignment with hierarchy principles.

For the purpose of this report and for future facility development planning, an alternative facility hierarchy has been developed to use as the basis for future facility analysis and decision making. This hierarchy has also been informed by the current Colac Otway Shire public open space hierarchy.

The following diagram provides visual representation of the proposed adapted Colac Otway Shire Tennis Facility Hierarchy. **Map 02** following provides visual representation of the facility hierarchy and associated **existing facility distribution** across the Shire. This Tennis Facility Audit and Development Plan does not make provision for the development of any new tennis facility sites in the Shire.



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Table 06: Colac Otway Shire Tennis Facility Hierarchy

Colac Otway Hierarchy	Township settlement	Tennis Australia Hierarchy	Maximum no of courts	Tennis delivery focus
Defunct sites	n/a	n/a	n/a	No current tennis function
Neighbourhood	Rural settlement	Small	2	Public access and social play Inter-club and social competition
District	Township	Local	4	Inter-club and social competition Coaching opportunities Feeder club to Colac Lawn Tennis Club
Regional	Colac	Regional	20	Intra and inter-club competition District to state level tournaments Coaching and pathway development High performance training centre feeder Resource for smaller clubs and associations and networked with regional partners in the South-West

The tennis facility hierarchy also provides a framework for future facility development. It can be expected that most facilities across the Shire will need improvement over time and the hierarchy should be used to identify participation, service and activity delivery requirements to help guide facility investment priorities.

An explanation of hierarchy objectives and strategic drivers are defined below for each hierarchy level.

5.3.1 Defunct sites

Over time many tennis facilities across the Shire have fallen into a state of disrepair and are now incapable of accommodating any form of tennis activity. A large concentration of defunct tennis sites are congregating in the Shire's Rural North settlements. Through site visits undertaken for this project, a further three sites at Cressy, Eurack and Larpent have been identified as defunct sites.

It is recommended that should it be unlikely that any tennis or club activity take place at defunct sites in the future, tennis infrastructure be decommissioned and made safe. Items such as fencing, net posts and umpires chairs were observed to present some public safety risk and serve no practical purpose by being provided on site.

The reinstatement of any defunct facilities would require a very strong case and should only be considered in-line with other facility hierarchy levels, existing provision, future township population growth and available local community and Shire resources.

The following table provides a list of known defunct sites across the Colac Otway Shire.

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Table 07: Colac Otway Shire defunct tennis facilities

Facility	Address	Township	Ownership	Courts
Balintore	455 Ryans Lane	Balintore	Private	2
Bungador	895 Carpendeit Bungador Road	Bungador	Private	2
Chaple Vale	1785 Lavers Hill Cobden Road	Chapple Vale	Council	2
Cressy	45 Tennant Street	Cressy	DSE	2
Devondale	452 Devondale Road	Devondale	Private	2
Dreeite	10 Rippons Road	Dreeite	Private	2
Dreeite North	2280 Corangamite Lake Road	Dreeite	Private	2
Dreeite South	550 South Dreeite Road	Dreeite South	Private	2
Eurack	700 Eurack Road	Eurack	Council	2
Larpent	555 Back Larpent Road	Larpent	Council	2
Murroon	743 Division Road	Murroon	Private	2
Pirron Yallock	1424 Princes Highway	Pirron Yallock	DEECD	2
St Brendans School	727 Corangamite Lake Road	Coragulac	DEECD	2
Warrion	25 Glenn Street	Warrion	Council	2
Wool Wool	80 Scotts Road	Wool Wool	Private	2
Wyelangta	4647 Colac Lavers Hill Road	Wyelangta	DSE	2
Yeodene	130 Birregurra Yeodene Road	Yeodene	DSE	2

5.3.2 Neighbourhood facilities

Neighbourhood facilities are the most commonly provided facilities throughout the Shire. They service local and rural settlement catchments and primarily facilitate social play and district club / team competition.

Neighbourhood facilities form half the tennis facility locations in the Shire (50% of active tennis facilities) and will continue to provide basic facilities - generally 2-court asphalt surface and non-floodlit facilities. In most cases, these facilities will form the main recreation centre or facility within individual townships.

The current state of neighbourhood facilities varies considerably, but there are general consistent maintenance and improvement works that could be addressed by clubs and Council within a prioritised 10-year revitalisation program. The revitalisation program would focus on providing safe and accessible playing surfaces and on addressing the long-term sustainability of supporting court infrastructure (eg. net posts and fencing). Refer to **Appendix 5** for a costed schedule of facility revitalisation activities including maintenance, renewal and redevelopment requirements.

The criteria for assessing the priorities of a neighbourhood level facility revitalisation program should be based on three key criteria:

1. **Demonstrated active club and public use** of the facility and a demonstrated ability (and plan) to **maximise future use and participation**.
2. Provision of an **efficient and effective club and/or facility management model**, including capacity to undertake routine court maintenance activities and capacity to apply for grants or partnership funding (ie. have an appropriate governance system in place).
3. **Demonstrated ability to contribute financially to facility life-cycle costs**, including maintenance and replacement costs.

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These three criteria should be applied to and evaluated by Council through the development of any future facility revitalisation program. They should also be considered in-line with the facility and issue based priorities and weightings identified in the *Site Specific Issues Matrix* documented in **Appendix 4** and the *Estimated Probable Maintenance, Renewal and Redevelopment Costs* documented in **Appendix 5**.

The following table provides a list of facilities classified as neighbourhood level facilities.

Table 08: Colac Otway Shire neighbourhood tennis facilities

Facility	Address	Township	Ownership	Courts
Barongarook	280 Barongarook Road	Barongarook	Council	2
Barwon Downs	1595 Main Road	Barwon Downs	Council	2
Beeach Forest	3815 Colac Lavers Hill Road	Ferguson	Council	2
Carlisle River	45 Gellibrand River Road	Gellibrand	Council	2
Colac Central Reserve	32 Gravesend Street	Colac	Council / CSC	2
Gellibrand	Carlisle River Road	Gellibrand	DSE	2
Gerangamete	Gerangamete Road	Gerangamete	DSE	2
Johanna	Red Road	Johanna	DSE	2
Kawarren	5 Kawarren East Road	Kawarren	DSE	2
Kennett River	6 Hawdon Avenue	Kennett River	Council	1
Lavers Hill	49-51 Main Road	Larpen	Council	2
Pennyroyal	Andersons Road	Pennyroyal	Private / Council	2
Warcoort	Princes Highway	Colac	Council	2
Yeo	Old Yeo Road	Yeo	Council	2

5.3.3 District facilities

District facilities are strategically located in the Rural North, Colac West, Colac East and Great Ocean Road – Otways areas of the Shire to provide the maximum opportunity to access tennis. Their distribution promotes main road and highway access, as well as connection to smaller neighbourhood facilities in the surrounding district.

Proposed District facility sites include; Apollo Bay (south-east coastal), Beeac (north), Birregurra (east), Cororooke (north-west), South Colac Reserve – Elliminyt (Colac suburbs), Forrest (central-south) and Swan Marsh (west).

District facilities provide priority opportunities for improvement and in some cases, development to provide a maximum of 4 courts. Facility expansion however should only be considered in-line with projected township and population growth, the ability of clubs and facilities to provide for a broad range of users such as schools and seasonal holiday makers and the potential to sustain an ongoing and active club culture.

In facilitating future improvement and development, the five Government funded sites could be used as a starting point, with priority development focussed on Beeac, Cororooke and Swan Marsh. These three facilities are the only active functioning tennis facilities west and north of Colac. All other facilities are classified as being defunct. In order to provide the greatest long-term benefit for tennis in these areas, a detailed design process and rebuilding of facilities to meet current day standards will be required, as will significant match and contribution funding from all available project partners.

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A second phase of redevelopment could be facilitated at Barwon Downs and Forrest tennis facilities, which provide good development potential. District level facilities at Apollo Bay, Birregurra and South Colac Reserve all provide facilities that can adequately meet local level provision requirements (at this time).

The coastal south-west area of the Shire incorporating Lavers Hill provides a greater challenge for the future in that it lacks an active club, has one of two courts unplayable and it would require significant upgrade to bring the facility in-line with expected standards. An alternative option to service the tennis club and playing population in the coastal south-west would be to investigate the potential of Gellibrand to become the area's District level facility in the long-term should demand be identified. This would require significant site redevelopment. Gellibrand is however well placed geographically to service the broader areas of Kawarren, Barongrook, Beech Forest, Carlisle River and Lavers Hill.

It is recommended that the facility renewal and upgrade works proposed in the *Site Specific Issues Matrix* in **Appendix 4** and the *Estimated Probable Maintenance, Renewal and Redevelopment Costs* documented in **Appendix 5** be used to guide future development of all District level facilities. The following table provides a list of facilities classified as District level facilities.

Table 09: Colac Otway Shire district tennis facilities

Tennis Facility	Address	Township	Ownership	Courts
Apollo Bay	70 Great Ocean Road	Apollo Bay	DSE	3
Beeac	3 Buchanon Street	Beeac	Council	2
Birregurra	19 Strachan Street	Birregurra	DSE	2
Cororooke	55 Factory Road	Cororooke	Council	3
South Colac Reserve	Main Street	Elliminyt	DSE	4
Forrest	18 Station Street	Forrest	Council	2
Swan Marsh	597 Swan Marsh Road	Swan Marsh	Council	2

5.3.4 Regional facilities

Colac Lawn Tennis Club is the designated Regional Centre for tennis in the Shire.

It has strategic value in the context of the West and South-West Regions of Victoria and should adopt a networked approach to improve the accessibility and standard of tennis throughout western Victoria.

The facility requires future support for business and facility development planning to ensure the right mix of courts and court surfaces and associated programs can be delivered.

This facility should form the main competition, coaching and tournament hub for the Shire.

Colac Lawn Tennis Centre requires a long-term site master plan to be developed that considers court layout and surface options, lighting provision and capacity and off-court facility and amenity needs commensurate with future use (eg. social, competition, members, coaching and tournaments) and club business plan objectives.

The following diagram identifies the possible regional linking and networking opportunities that tennis facilities in the west and south-west region of Victoria provide.

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Figure 02: Proposed regional tennis facility network in West / South-West Victoria regions



The Geelong Lawn, Warrnambool Lawn and Ballarat Regional Tennis Centres are considered some of the best and professionally managed and developed facilities in Victoria. Each of these three regional facilities offer a broad range of tennis program, competition and social services, as well as providing a mix of court surfaces capable of providing local, district and high performance level tournaments.

The formal linking of Colac Lawn Tennis Club within this group of quality clubs and facilities will assist the club and the sport of tennis to again grow and develop and make a positive contribution to tennis in the south-west region.

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5.4 Facility policy and improvement guidelines

The following facility development and improvement guidelines have been prepared for the Colac Otway Shire and the local tennis community to help identify planning, design, maintenance and capital works priorities that will contribute to the ongoing quality and viability of existing tennis facilities throughout the Shire.

All tennis facility improvements, upgrades or redevelopments should be undertaken using the Tennis Victoria and Sport and Recreation Victoria *Tennis Facility Planning Guide* as the basis for all planning decisions and design considerations. Tennis infrastructure projects should also involve and where necessary, engage industry specialists to provide technical advice to ensure longevity is achieved and long-term life-cycle costs and return on Council investment can be maximised.

In meeting local expectations and ensuring facilities are safe to use, it is recommended that the following principles (in addition to those in the *Tennis Facility Planning Guide*) be enshrined within formal Council Policy in order to ensure 'quality, capable and functional' facilities are delivered across the Shire.

- ⊗ Facilities of no less than two (2) courts are provided in any one location, with expansion capacity (to a maximum of four (4) courts) for District level facilities over time to encourage club growth and development.
- ⊗ All new courts constructed or reconstructed at District and Regional level facilities should consider the impact and potential of installing floodlighting to broaden the Shire tennis playing market. Floodlighting at the Colac Lawn Tennis Club should be considered the priority.
- ⊗ The provision of appropriately sized and configured clubhouses and spectator shelters that promote tennis and social activities and secondary spend/revenue generation opportunities for clubs should be considered based on relevant facility hierarchy level(s).
- ⊗ All newly built and reconstructed courts should be built to minimum ITF size specifications and provide appropriately sized court run-off areas as per the guidelines set by Tennis Australia and those identified in the Tennis Facility Planning Guide (refer to Figure 01).
- ⊗ All newly built and reconstructed courts should be designed to meet minimum recommended tennis court standards (refer to resources identified in *Section 2.2 – Facility audit methodology* of this report) and local site conditions and be informed by professional civil and drainage engineering advice.
- ⊗ Court surface choice should be led by (and assessed with) local site and soil conditions and be guided by geotechnical and civil engineering advice and peak tennis body consultation. The use of asphalt court surfaces will continue to meet local and neighbourhood needs and will be the most cost effective surface for the Shire. However, enhanced maintenance practices and more regular asphaltting re-sheeting works will be required to prolong the life of courts and slow down their deterioration.
- ⊗ Site selection for any new courts should avoid secluded areas and promote main road frontages and/or school connections. The promotion of park, recreation reserve, CFA, and/or community hall(s) connections would also be desirable.
- ⊗ Council's tree policy and/or planning scheme should be amended to identify appropriate tree species for tree planting within close proximity of tennis courts. In general, no tree should be planted within 5m of existing tennis courts and tree root barriers should be installed on any court rebuilding projects to protect the integrity of base pavements.
- ⊗ Court surface maintenance programs should be developed in consultation with experienced court maintenance contractors and be monitored to ensure their ongoing delivery meets minimum requirements and/or manufacturer specifications.

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5.5 Future capital works program and budget estimates

The following guidelines provide a framework to guide new and expanded facility development across the Colac Otway Shire between 2011 and 2021. The framework will be influenced by future residential growth, local structure planning and available community facility budgets, but the principles around meeting a balanced facility hierarchy and distribution models should be retained to ensure maximum benefits to the local tennis playing community are achieved.

All facilities should be planned and designed in conjunction with the local tennis community, utilise available guidelines and engage with specialist tennis facility contractors and consultants to ensure appropriate standards and functionality levels can be met.

The following recommendations (refer to Table 10 below) are made to guide future Council planning and budgeting processes and facility priorities have been devised from issues matrix analysis. Refer to **Appendix 4** for detailed analysis.

Table 11 following provides a summary analysis of the estimated probable costs for identified maintenance, renewal and upgrade costs associated with each venue. Costs have been developed using a generic cost base developed from a combination of current year industry prices, similar projects undertaken by project consultants and from cost guides provided by Tennis Victoria and Tennis Australia.

Costs are to be used for estimating purposes only and detailed design and tender processes are advised to assist Council and the tennis community determine true costs at the time of development or redevelopment. Refer to **Appendix 5** for a detailed breakdown of all costs and projects by site.

All identified developments will need to be considered in-line with the capacity of clubs and volunteers to continue to manage venues, the financial capacity of Council and other funding partners, the initiation of new local tennis development initiatives and programs and the overall adoption and commitment to implementing the Colac Otway Shire Tennis Facility Audit and Development Plan.

NOTE: In Table 10 following, a **facility priority** column has been provided, numbering the 25 facilities visited and inspected through the audit program from 1 to 25 – 1 being the highest priority for action. Priorities and associated renewal and upgrade works have been devised following the weighted analysis of key issues identified in the site specific issues matrix (refer to Chapter 4).

Weightings do not consider the current use and activity of individual sites, but facility usage potential should be considered when assessing and planning priority works.

In Table 10, references to **key maintenance recommendations** refers to immediate and/or programmed annual maintenance works that should be undertaken by facility operators, users or Council; **facility renewal** refers to capital works that should be included within Council's capital works program and could be implemented over a 10-year period; and **facility upgrade** refers to major facility upgrade and replacement projects that will need detailed planning and design and the attraction of significant funding in order to realise their full development potential.

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5.5.1 Summary of recommended works by site

The following table provides a summary of recommended maintenance and capital works projects for each site.

Table 10: Summary of recommended maintenance and capital works projects by site

Site Details	Court Details			ISSUE SCORING TOTALS	FACILITY IMPROVEMENT PRIORITY	Key maintenance recommendations							Facility renewal			Facility upgrade							
	Current Usage	Total Courts	Usable Courts			Close courts	Decommission site	Clean courts	Prune surrounding trees	Clear surrounds / veg	Clear drainage	Remove original chairs	Re-align asphalt / surface	Fence upgrade / bottom rails	Rebuild the posts	Fence replacement	New pavement construction	New drainage / stormwater	Asphalt court topcoat	Replace net posts	Install floodlighting		
Apollo Bay	Club	3	3	0.95	25	N	N	N	Y	N	N	Y	N	Y	N	N	N	N	N	N	N	N	N
Barongarook	Club	2	2	0.5	3	N	N	Y	Y	Y	Y	Y	N	N	N	Y	Y	Y	Y	Y	Y	N	N
Barwon Downs	Club	2	2	1.09	10	N	N	Y	Y	N	Y	Y	N	Y	N	N	Y	Y	Y	Y	Y	N	N
Beac	Club	2	2	0.8	6	N	N	N	Y	Y	Y	Y	Y	N	N	N	Y	Y	Y	Y	Y	N	N
Beech Forest (Fergusson)	Public	2	1	0.5	3	Y	N	Y	Y	Y	Y	Y	Y	Y	Y	Y	N	N	N	N	N	N	N
Birregurra	Club	2	2	0.97	22	N	N	Y	N	N	N	N	Y	Y	Y	N	N	N	N	N	N	N	N
Carlisle River	Public	2	1	1.3	8	Y	N	Y	Y	Y	Y	Y	Y	Y	N	Y	Y	N	N	N	N	N	N
Colac Central Reserve	Club	2	2	0.74	15	N	N	Y	Y	Y	Y	Y	Y	Y	Y	N	N	N	Y	N	N	N	N
Colac Lawn	Club	19	17	0.88	24	N	N	Y	N	Y	N	Y	N	Y	N	Y	N	N	N	N	N	N	Y
Cororooke	Club	3	3	1.08	11	N	N	N	N	Y	Y	Y	Y	N	N	N	Y	Y	Y	Y	Y	N	N
Cressy	None	2	0	0.5	3	Y	Y																
Colac South Reserve	Club	4	4	0.73	16	N	N	Y	N	Y	N	Y	N	Y	Y	Y	N	N	N	N	N	N	N
Eurack	None	2	0	0.5	2	Y	Y																
Forrest	Club	2	2	0.88	19	N	N	Y	Y	Y	Y	Y	Y	Y	Y	Y	N	N	N	N	N	N	N
Gellibrand	Club	2	2	0.66	20	N	N	Y	Y	N	N	Y	N	N	Y	N	N	N	N	N	N	N	N
Gerangamete	Overflow	2	2	0.88	21	N	N	Y	Y	Y	Y	Y	Y	Y	Y	Y	N	N	N	N	N	N	N
Johanna	Public	2	1	0.9	1	Y	N	Y	Y	Y	Y	Y	Y	N	N	N	Y	Y	Y	N	Y	N	N
Kawarren	Club	2	2	0.73	17	N	N	Y	Y	Y	Y	Y	Y	Y	Y	Y	N	N	N	N	N	N	N
Kennett River	Public	1	1	0.91	22	N	N	N	N	Y	N	Y	N	Y	N	Y	N	N	N	N	N	N	N
Larport	None	2	0	0.5	7	Y	Y																
Lavers Hill	Public	2	1	0.75	14	N	N	Y	Y	Y	N	Y	N	Y	Y	Y	N	N	N	Y	Y	N	N
Pennyroyal	Club	2	2	0.75	14	N	N	Y	Y	N	N	Y	N	Y	Y	Y	N	N	N	N	N	N	N
Swan Marsh	Club	2	2	1.26	9	N	N	Y	Y	Y	N	Y	N	Y	N	N	Y	Y	Y	Y	Y	N	N
Wamcoort	Club	2	2	0.8	13	N	N	Y	Y	Y	Y	Y	Y	Y	Y	Y	N	N	N	N	N	N	N
Yeo	Overflow	2	2	0.89	12	N	N	Y	Y	Y	N	Y	N	Y	Y	Y	N	N	N	N	N	N	N
TOTALS		70	58	24.01		5	3	18	17	17	12	22		12	15	11		5	5	7	6	7	1
PERCENTAGE OF FACILITIES						24%	12%	72%	88%	66%	48%	88%		48%	60%	44%		24%	24%	28%	24%	28%	4%
WORKS DESCRIPTION						Maintenance refers to immediate and/or annual programmed actions							Included within 10-yr capital program			Major facility upgrade and replacement based on available funding available							

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5.5.2 Summary of estimated probable improvement costs by site

The following table provides a summary of the estimated probable costs to undertake recommended maintenance and capital works projects for each site, as itemised in Table 10 above.

Table 11: Summary of estimated probable improvement costs by site

Site Details	Court Details			ISSUE SCORING TOTALS	FACILITY IMPROVEMENT PRIORITY	Estimated maintenance costs	Estimated renewal costs	Estimated upgrade costs	Estimated facility improvement costs (by location)
	Site	Current Usage	Total courts						
Apollo Bay	Club	3	3	0.25	25	\$350	\$3,600	\$0	\$3,950
Barongarook	Club	2	2	1.25	5	\$1,800	\$0	\$161,750	\$163,550
Barwon Downs	Club	2	2	1.09	10	\$1,250	\$47,600	\$7,500	\$56,350
Beeac	Club	2	2	1.49	6	\$1,000	\$0	\$248,250	\$249,250
Beech Forest (Fergusson)	Public	2	1	1.94	3	\$1,775	\$25,600	\$0	\$27,375
Birregurra	Club	2	2	0.47	22	\$900	\$43,600	\$0	\$44,500
Carlisle River	Public	2	1	1.30	8	\$1,650	\$22,000	\$21,500	\$45,150
Colac Central Reserve	Club	2	2	0.74	16	\$1,600	\$33,600	\$15,000	\$50,200
Colac Lawn	Club	19	17	0.39	24	\$1,400	\$3,600	\$65,000	\$70,000
Cororooke	Club	3	3	1.08	11	\$1,000	\$0	\$264,750	\$265,750
Cressy	None	2	0	1.95	3	\$5,000	\$0	\$0	\$5,000
Colac South Reserve	Club	4	4	0.73	17	\$2,050	\$55,200	\$0	\$57,250
Eurack	None	2	0	1.94	2	\$5,000	\$0	\$0	\$5,000
Forrest	Club	2	2	0.99	19	\$1,800	\$47,600	\$0	\$49,400
Gellibrand	Club	2	2	0.65	20	\$1,150	\$2,000	\$0	\$3,150
Gerangamele	Overflow	2	2	0.99	21	\$1,800	\$47,600	\$0	\$49,400
Johanna	Public	2	1	1.94	1	\$2,150	\$0	\$98,500	\$100,650
Kawarren	Club	2	2	0.73	17	\$2,150	\$47,600	\$0	\$49,750
Kennett River	Public	1	1	0.47	22	\$350	\$5,600	\$0	\$5,950
Larport	None	2	0	1.94	7	\$5,000	\$0	\$0	\$5,000
Lavers Hill	Public	2	1	0.75	14	\$1,500	\$43,600	\$16,000	\$61,100
Pennyroyal	Club	2	2	0.75	14	\$1,250	\$47,600	\$0	\$48,850
Swan Marsh	Club	2	2	1.26	9	\$1,500	\$0	\$172,500	\$174,000
Warncoort	Club	2	2	0.80	13	\$2,100	\$57,600	\$0	\$59,700
Yeo	Overflow	2	2	0.89	12	\$1,500	\$47,600	\$0	\$49,100
TOTALS		70	58	24.01		\$47,025	\$581,600	\$1,070,750	\$1,699,375

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5.5.3 Potential funding opportunities

Funding for facility projects may be available from a number of different sources, including the tennis, community, government and/or private sectors. Funding programs, guidelines and levels change regularly, but in general, the following funding options may be available for the improvement of Colac Otway Shire tennis infrastructure:

- ✧ Tennis Australia
- ✧ State Government
- ✧ Colac Otway Shire
- ✧ Local community.

A brief summary of funding options and their key focus areas is provided below.

Tennis Australia

Tennis Australia provide two general sources of funding, being the National Court Rebate Scheme and the Tennis Facility Loan Scheme. Both funding schemes are aimed at stimulating court growth and improving facilities around the country.

Affiliated clubs are eligible to submit applications via Tennis Victoria for funding to develop or upgrade court surfaces and associated infrastructure, including base preparation and development, lighting, resurfacing, fencing, water saving initiatives and ancillary items. The National Court Rebate Scheme is only open to affiliated clubs that have more than four courts and it does not prioritise support for the provision and improvement of asphalt courts.

This funding scheme would be best accessed with support from the Colac Otway Shire and targeted towards the development of District level facilities that wish to provide an alternative court surface than asphalt or synthetic grass (which is also not recognised by the program) and/or for the provision of floodlighting. Maximum rebates for Colac Otway District level facilities would be around \$4,000 per court based on court redevelopment projects.

The Tennis Australia Facility Loan Scheme is available to financially assist affiliated clubs, centres and associations to upgrade, replace or improve their tennis facilities by providing low interest loans and more recently, to assist in supporting the appointment of a club / centre manager or administrator. The scheme is designed to assist with shortfalls that applicants may have in project funding after other funding avenues have been determined. Loans of up to \$80,000 are available.

This funding scheme may only be viable for District or higher level facilities that have a regular income stream to service ongoing loan repayments. The loan scheme is also only viable following acquisition of additional project funding.

State Government

The Victorian Government via the Department of Planning and Community Development (DPCD) provides funding assistance to support local community clubs and organisations through a range of grant programs. Sport and Recreation Victoria's Community Facility Funding Program contributes to the provision of high quality and accessible community sport and recreation facilities across Victoria.

The focus of this program is also to increase community participation in and access to sport, better planning of innovative sporting facilities and to promote multi-use and shared community facilities where practical. Colac Otway Shire tennis infrastructure projects are likely to fall within the Minor Facilities category of this funding program, which allows applications of up to \$100,000 for projects that have a maximum cost of up to \$500,000.

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A range of Neighbourhood and District capital improvement projects are likely to fall within program guidelines. Match funding from local sources of \$1 for every \$2 from DPCD will be required for all projects.

Funding for facility maintenance and operational costs will not be considered through the Minor Facilities program. Key projects such as court resurfacing, court rebuilding or floodlight installation would form the basis of practical applications for this funding source.

Colac Otway Shire

Colac Otway Shire has a range of minor funding avenues to support the enhancement of Shire tennis facilities. Key capital projects such as court resurfacing, court rebuilding, asphalt re-sheeting or floodlight installation would need to be included within Council's 10-year Capital Works Program, which is assessed and prioritised annually.

COS Works, Council's operational and maintenance arm provides support for the maintenance of Recreation Reserves and may be available to assist in providing basic maintenance support for tennis facilities, including general tree pruning, fence repairs, drainage clearing etc.

The Colac Otway Shire Community Grants Program is an avenue open to all tennis clubs where clubs can access grants of up to \$5,000 to improve and maintain facilities, such as replacing fencing, net posts or nets or cleaning courts. Any contribution awarded through the grants program must be match dollar for dollar by the clubs.

Annual Regional Recreation Reserve funding is allocated to recreation reserves based on levels of activity and usage. Funding is generally provided to the Committee of Management to support the maintenance of facilities. Some Committee's of Management may be in a position to help prioritise the maintenance of tennis facilities on a cyclical basis to assist in improving the general condition of facilities throughout the Shire.

Local community

Community funding can be sourced through a range of different avenues, including fundraising activities, through volunteer labour (supervised by qualified contractors) and by donations and project sponsorship activities. Local community fundraising will need to be driven by the local communities that access and use tennis facilities throughout the Shire. Local funds raised would be injected into local facilities.

Other agencies and funding programs

Grants may also be available from time-to-time through government agencies and funding bodies. Organisations may include state and federal government departments, regional agencies, service providers (e.g. water and power) and ad-hoc community development programs.

The Colac Otway Shire and Leisure Networks are the organisations best place to inform tennis clubs of available funding options and programs as they are developed and released.

5.6 Facility life-cycle cost estimates

The following table provides some generic life-cycle costs that Council can use as a guideline to inform future facility and programmed maintenance and longer term facility replacement budgets. **Costs are provided as a guide only.** Costs provided are calculated with an annual percentage or inflation / escalation factor of 3.0% and have been developed based on industry rates and recent construction projects. Costs are provided for facility maintenance and replacement only and are not a guide to initial facility development or construction costs.

Table 12: Estimated annual maintenance and capital replacement costs for tennis court infrastructure

Annual maintenance and replacement items	Life expectancy range (years)	Planned life (years)	Typical replacement cost	Annual maintenance cost	Annual replacement cost	Average annual cost	Average cost over 10 years	Average cost over 30 years
Asphalt: Hot mix court surface/re-sheet	15 to 20	20	\$12,000	\$200	\$600	\$800	\$9,171	\$38,060
Concrete: Surface and base construction	30 to 40	30	\$23,000	\$200	\$767	\$967	\$11,086	\$46,005
Acrylic: Court surface re-coat	8 to 15	8	\$7,500	\$600	\$938	\$1,538	\$17,631	\$73,171
SFAG: Standard quality carpet (19mm pile)	7 to 12	10	\$14,500	\$600	\$1,450	\$2,050	\$23,501	\$97,530
Lights: Low level / Side lighting - 2 court enclosure	30 to 40	30	\$35,000	\$600	\$1,167	\$1,767	\$20,257	\$84,066
Fencing: 2 court enclosure	25 to 35	30	\$21,500	\$200	\$717	\$917	\$10,512	\$43,627
Net posts and winders	30 to 40	35	\$2,500	\$0	\$72	\$72	\$825	\$3,425
Nets	5 to 7	5	\$250	\$0	\$50	\$50	\$573	\$2,379

^[1] Typical replacement costs refer to general industry costs for in-situ courts / facilities provided as at July 2011.

^[2] Annual maintenance costs refer to general industry costs current as at July 2011.

^[3] All costs and items are provided **by court**, unless otherwise specified.

^[4] Costs also exclude: Site specific conditions and location, drainage requirements, excavation works required, electrical supply and capacity requirements (for lighting), professional service, planning and tipping fees, and design and project management costs.

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6. RECOMMENDATIONS

In meeting the future demand for tennis, and the future needs of existing clubs and tennis facility users throughout the Colac Otway Shire, significant long-term investment will be required.

The Shire currently supports 22 active tennis facilities, the majority of which are located on Council owned or Department of Sustainability and Environment (DSE) managed land. Facilities are widely distributed throughout the Shire, with at least half located in small rural settlements. These facilities often form the main social and recreation facility locally, and therefore perform an important local community function.

The majority of active tennis facilities within the Shire require significant maintenance, asset renewal and/or asset replacement. Most facilities experience limited routine maintenance, causing court surfaces to degrade prematurely, resulting in undesirable and unsafe playing conditions.

The Tennis Facility Audit and Development Plan identifies a range of issues, constraints and opportunities regarding the enhancement of tennis facilities across the Shire. It has also highlighted the benefits of adopting a planned hierarchical approach to supporting club, tennis and facility improvement.

Addressing facility improvement priorities (as identified in **Appendix 4**), allows Council to prioritise future infrastructure development to meet the needs of the local tennis community and to take a long-term view towards future capital investment required across its network of tennis facilities.

An estimated \$1.7 million worth of facility maintenance and improvement projects have been identified for the Shire's tennis infrastructure. This is a significant investment that will require a long-term planning approach and an approach that considers ongoing investment in order to preserve valuable community assets.

In most cases the ability to fund significant works will be constrained due to the limited capacity of clubs and public facilities to draw income from users. It is expected that Council will need to create and source partnership funding opportunities to deliver on the key infrastructure requirements of this Plan. Support should be sought from the peak tennis bodies (Tennis Victoria and Tennis Australia), as well as relevant funding programs provided by Sport and Recreation Victoria. Clubs and Council will also need to provide appropriate match funding to meet future project and program funding requirements.

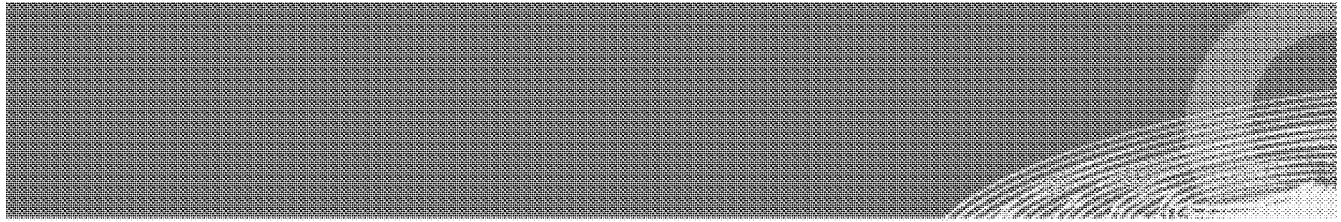
Most importantly, Council should take a long-term sustainable view of supporting and developing the sport of tennis and associated infrastructure. Historical facility design, development and maintenance fails to meet current day infrastructure requirements and consistent improvement in all these areas will be essential in achieving long-term outcomes for the sport and in meeting ongoing budgets for asset renewal and replacement.

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6.1 Implementation priorities

The following key planning and development initiatives have been identified as the priority actions that will support the progressive and planned development of tennis infrastructure across the Colac Otway Shire over the next 10 years.

1. Formally adopt the proposed *Colac Otway Shire Tennis Facility Hierarchy* as Council Policy in order to set infrastructure planning and development standards for each level of the hierarchy and to ensure that Council resources are allocated to projects that produce the greatest range of benefits for the Colac Otway Shire community.
2. That Council provide clubs with standard regular court maintenance guidelines and cleaning schedules (specific to their court surface) to ensure appropriate regular maintenance is undertaken as part of their tenancy and occupancy arrangements.
3. Introduce a regular court surface maintenance and monitoring program to identify issues as they appear and to clearly set expectations for clubs and facility users around ongoing maintenance practices.
4. Implement and fund a 10-year facility revitalisation program based on priority facility renewal and replacement works identified in the *Site Specific Issues Matrix* (refer **Appendix 4**). Use the estimated probable costs provided in Section 5.5.2 and **Appendix 5** and the facility life-cycle costs in Section 5.6 to assess likely budget costs.
5. Develop a court resurfacing policy that addresses the growing cost of surface replacement and renewal. Use the priority court resurfacing works identified in the *Site Specific Issues Matrix* (refer **Appendix 4**) as a guide to implementation.
6. Update Council Policy to identify an appropriate shared funding policy around tennis court and associated infrastructure provision and development. The policy should recognise the minimum requirements and recommendations proposed within this Plan for tennis infrastructure and identify key funding partner(s) requirements and all available internal Council mechanisms and resources.
7. Where tennis courts fail to meet minimum standards, encourage clubs to develop appropriate risk management plans to ensure that player safety is ensured. Any new court or redeveloped court should be constructed to meet recommended court enclosure and run-off dimensions.
8. Seek detailed planning and design advice to aid the progression of facility developments at the five funded sites of Barwon Downs, Beeac, Cororooke, Forrest and Swan Marsh. Research the mix of funding available to initiate these projects and identify likely sources of internal and external match funding.
9. Decommission and make safe all defunct sites identified in Section 5.3.1, including the removal of all tennis infrastructure including fencing, net posts and umpires chairs.
10. Support the Colac Otway Lawn Tennis Club to prepare a site master plan that considers future court layout and surface options, lighting provision and capacity and off-court facility and amenity needs commensurate with future use (eg. social, competition, members, coaching and tournaments) and club business plan objectives. Consult Tennis Victoria and Tennis Australia regarding funding opportunities to support plan development.



Appendices

- Appendix 1: Tennis facility funding announcement – media article
- Appendix 2: Tennis facility strategic planning workshop
- Appendix 3: Funded tennis facility detailed site reports
- Appendix 4: Site specific issues matrix and priority maintenance and capital works plan
- Appendix 5: Estimated probable facility maintenance and capital works costs
- Appendix 6: Colac Otway Shire Tennis Club Survey responses
- Appendix 7: Colac Otway Shire Tennis Club Forum conversation summary



The Colac Herald, Friday, November 12, 2010 - Page 11



PROMISE: Polwarth MP Terry Mulder has committed \$175,000 to upgrade courts at five Colac district tennis clubs if the Opposition wins the state election. Pictured from left, Swan Marsh's Luba De Rooy, Cororooke's Frank De Lorenzo, Swan Marsh's Mick Melville, Beeac's Lyn Watts, Forrest's Mark Murnane, Barwon Down's Gavin Brien, Mr Mulder and Swan Marsh's Michael Sproules.

Serving up the cash

by Brett Worthington

A Victorian Coalition Government would spend \$175,000 to upgrade Colac district tennis courts.

Liberal Member for Polwarth MP Terry Mulder said the Coalition would immediately release \$30,000 each for Barwon Downs, Cororooke, Forrest and Swan Marsh tennis clubs if the Opposition won the state election on November 27.

He said the Beeac Tennis Club would receive \$55,000 to replace its concrete courts.

Mr Mulder said he feared players had a high risk of injury on the degraded courts.

He said he would work with

Colac Otway Shire Council and "key stakeholders" to ensure the work started after the election.

"Funding for improvements to our local tennis courts is an on-going problem as courts need to be kept up to the required standard for players and to assist in promoting tennis across the district," Mr Mulder said.

"I would like to think that you would get a commitment from the other side of politics," he said at the announcement at Cororooke Tennis Club on Wednesday.

Mr Mulder's sentiment received the support of Cororooke Tennis Club's Frank De Lorenzo.

Mr De Lorenzo said he hoped to arrange a meeting between the clubs and Labor Polwarth candidate Brian Crook and upper house MP Gayle Tierney.

"Absolutely we want it to get matched to ensure we get an outcome," he said.

Mr Crook said he would "happily" meet tennis clubs.

"I have received some correspondence from the clubs," he said.

"Of course I would be willing to meet with any community groups.

"I think Labor has a track record of supporting small communities and I would be willing to talk about the project."

Mr De Lorenzo said improved courts would help the clubs further grow their memberships.

Barwon Downs A Grader and former Polwarth and District Tennis Association president Gavin Brien said the upgrade was a "long-time coming".

He said a 2004 Tennis Victoria audit of Colac and district tennis courts reinforced the need for improvements.

"Barwon Downs was one of the better courts but it needed to be resurfaced within five years," Mr Briens said.

"The time has passed and yet still nothing has happened."

Colac Otway Shire

Tennis Court Audit

Summary of site and facility issues

19th May 2011

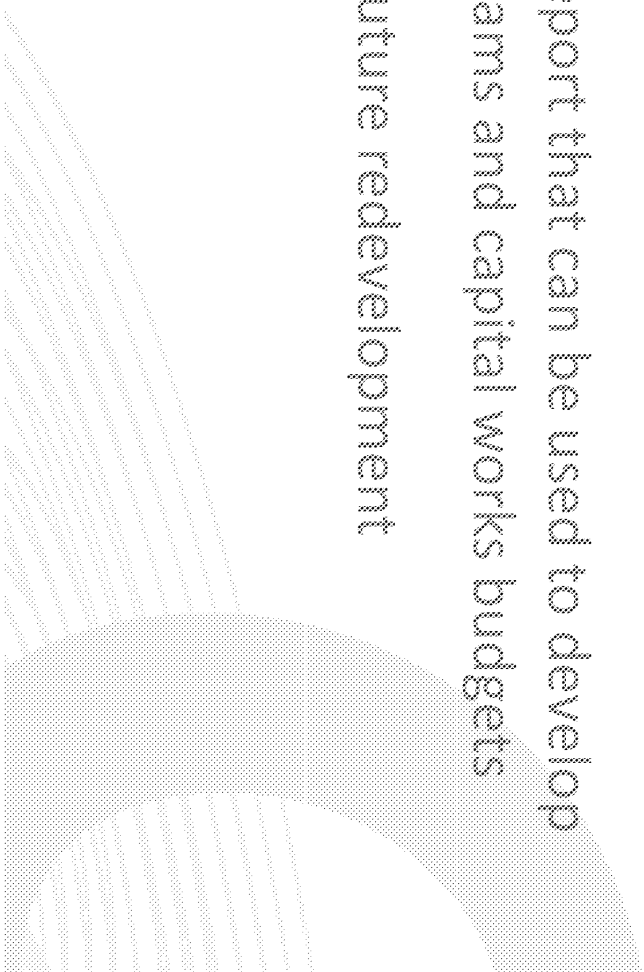
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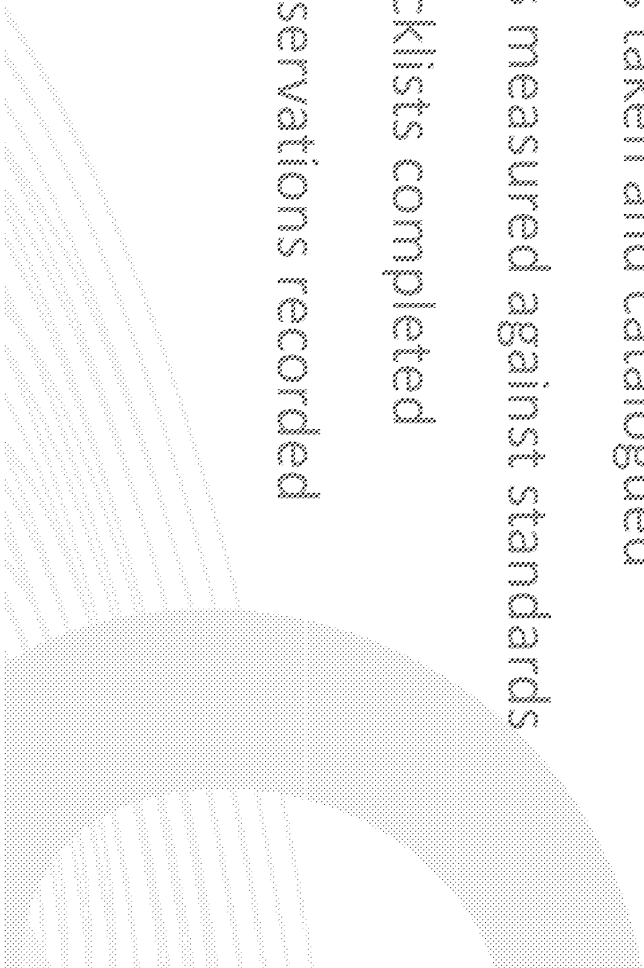
The project

- Conduct an on-site audit of 25 tennis court facilities
- Summarise site and facility characteristics and comment on court infrastructure issues
- Prepare an audit report that can be used to develop maintenance programs and capital works budgets
- Prioritise sites for future redevelopment



Site visit summary

- 25 sites visited between 18th and 20th April 2011
- 70 tennis and multi-purpose courts inspected
- Digital photographs taken and catalogued
- Run-off dimensions measured against standards
- Site inspection checklists completed
- Issues, risks and observations recorded



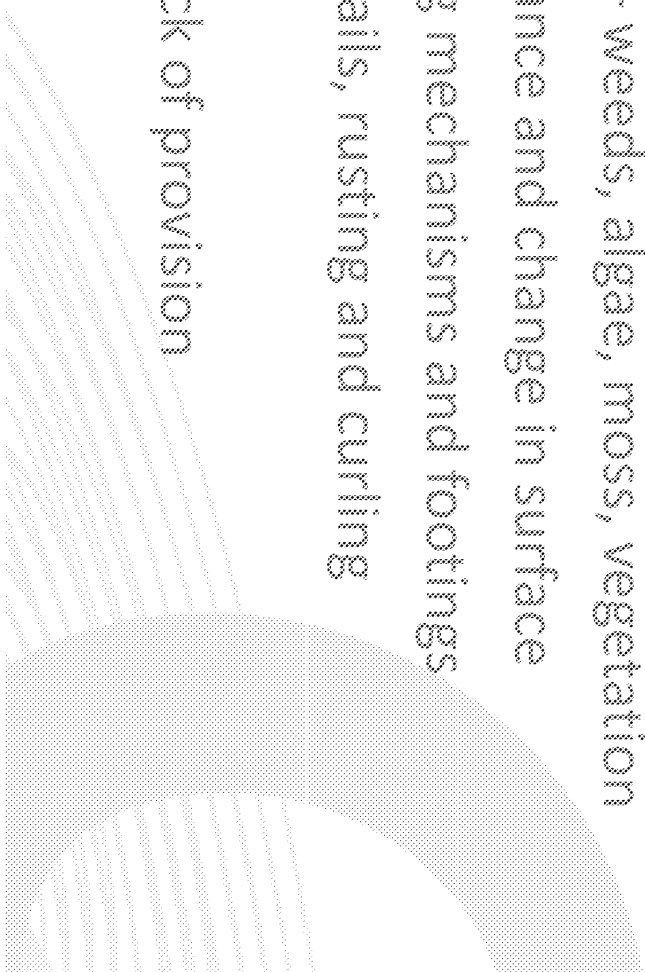


Court summary

TOTALS	
3	Acrylic
42	Asphalt
2	Red porous
4	SFAC
4	Concrete
15	Lawn
6	Floodlit courts
70	Total courts
58	Usable Courts

Key issues observed

- Defunct sites and courts
- Surface cracking, degradation and asphalt material
- Pavement conditions
- Drainage design and functionality
- Court conditions – weeds, algae, moss, vegetation
- Court run-off distance and change in surface
- Net posts, winding mechanisms and footings
- Fencing – lack of rails, rusting and curling
- Umpires chairs
- Court lighting – lack of provision



Defunct sites



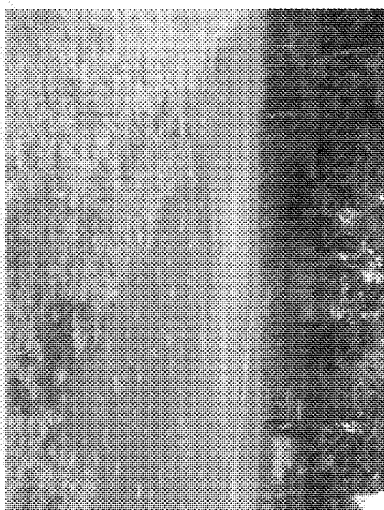
Cressy



Larpent

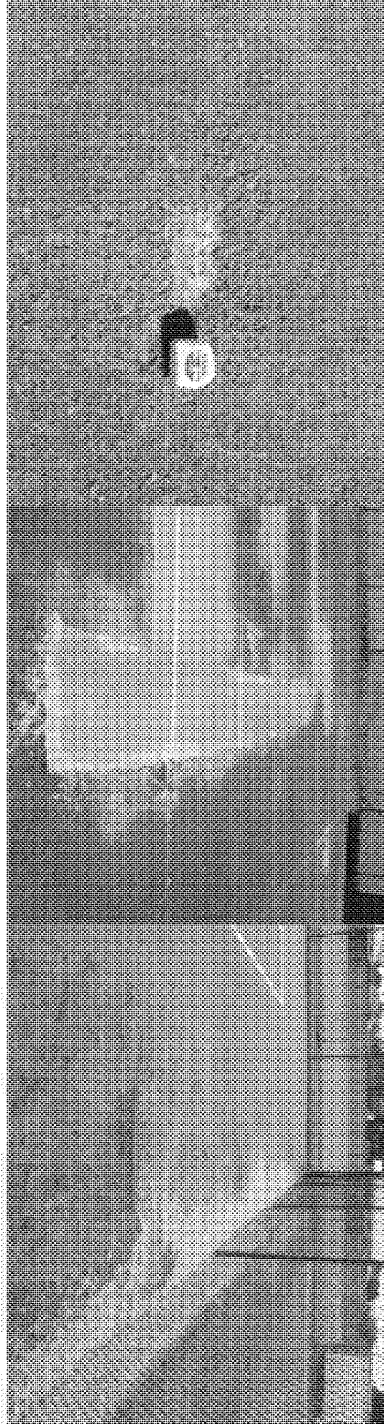


Eurack



Beech Forest

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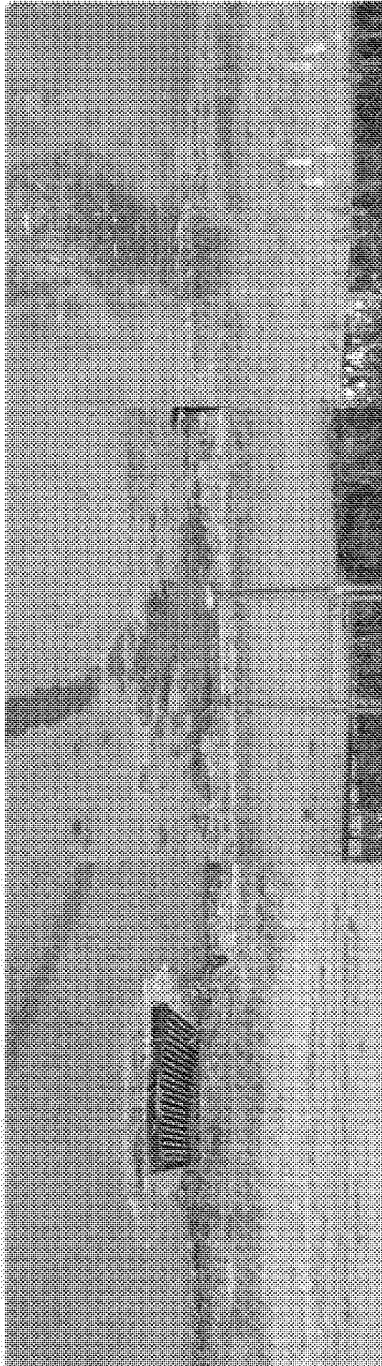
Surface issues

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Pavement conditions

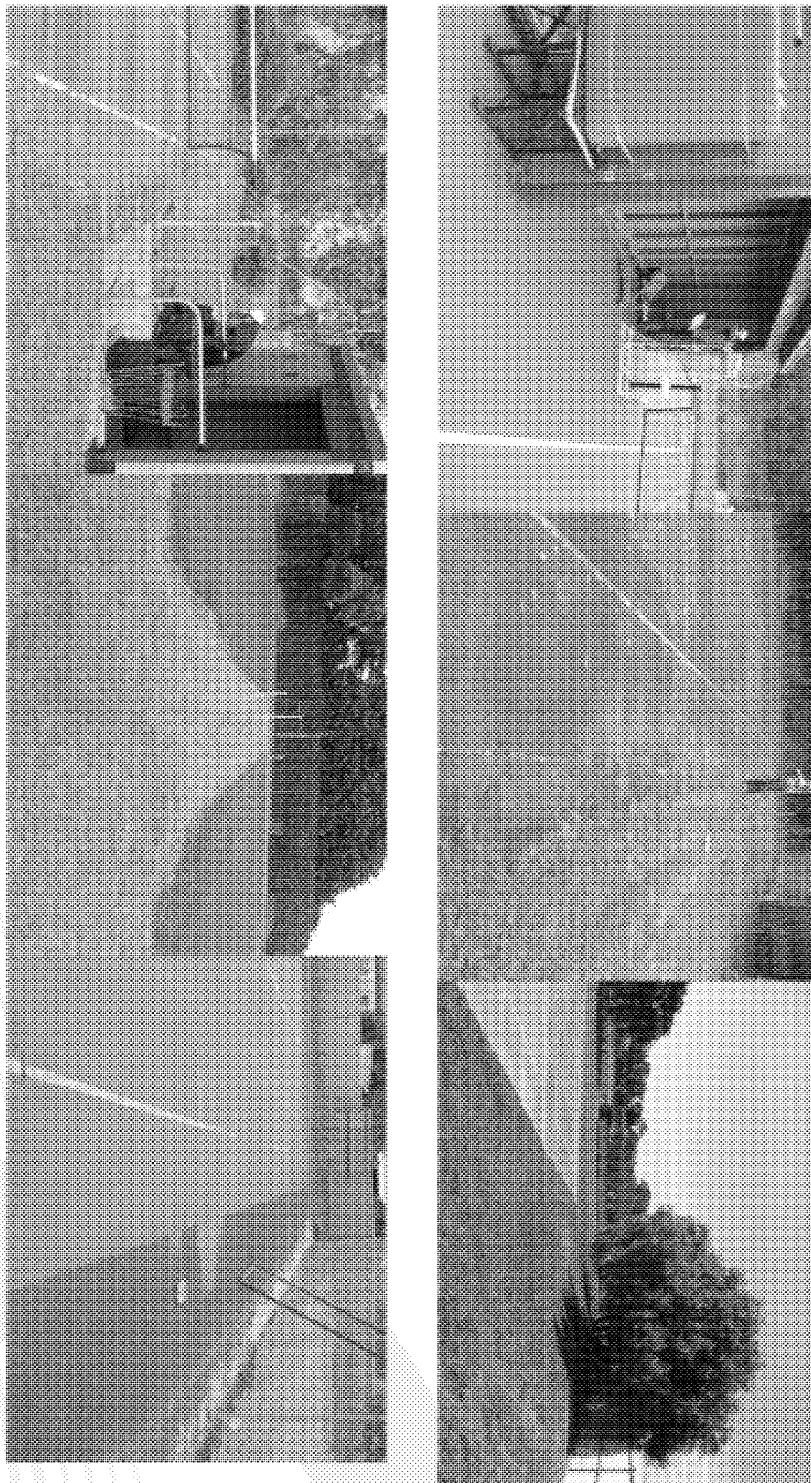
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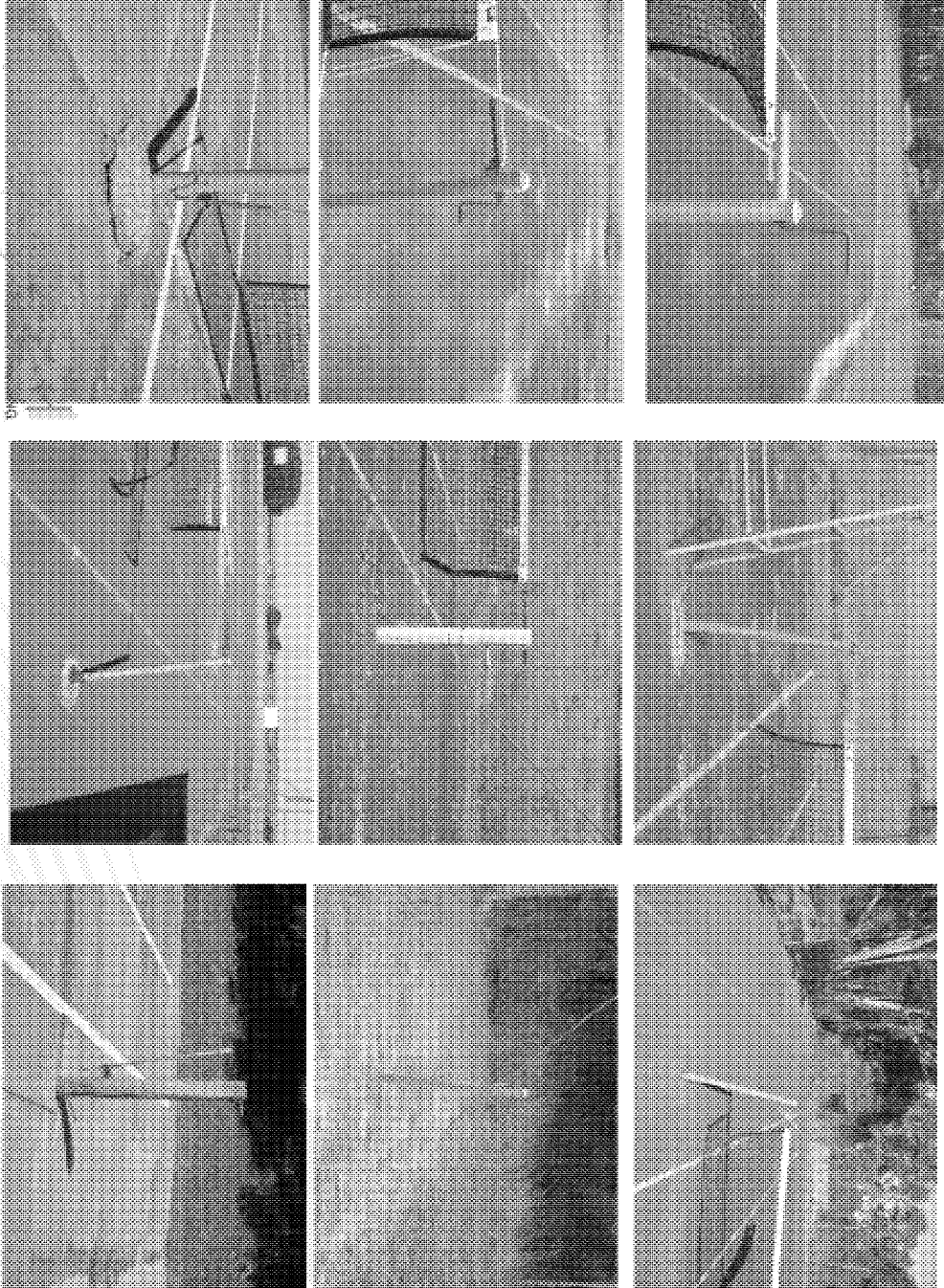
Drainage functionality

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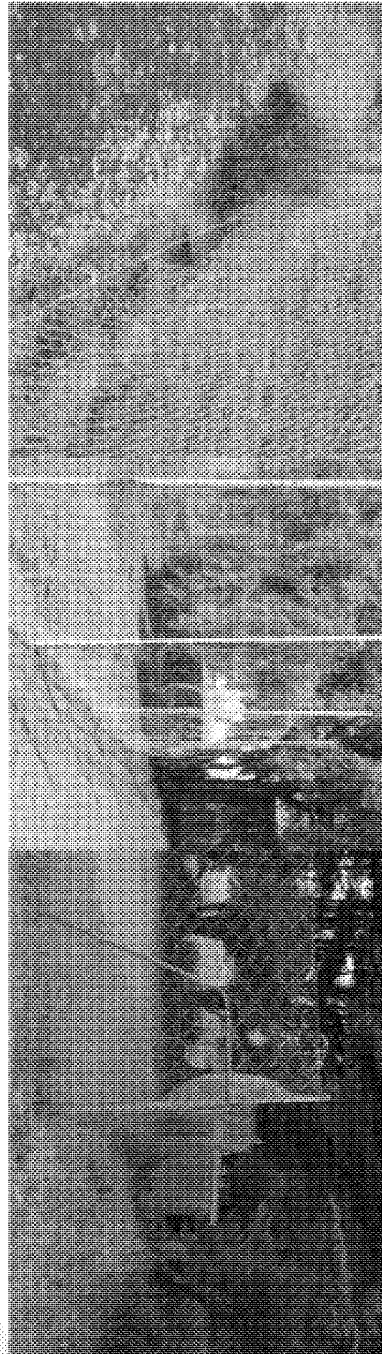
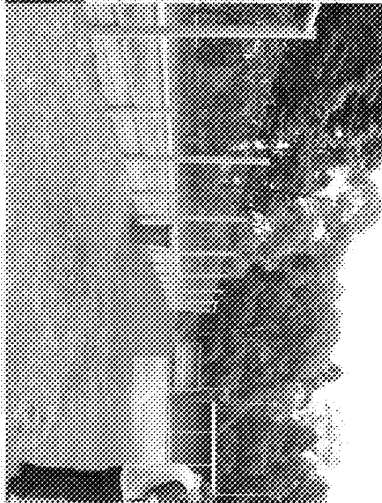
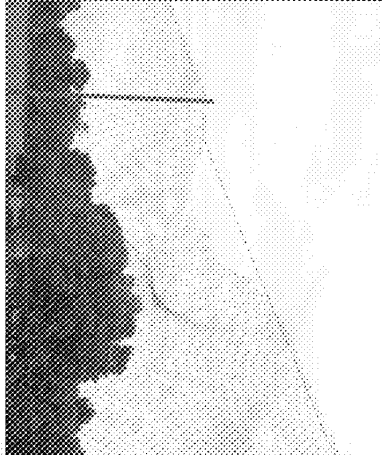


Court run-off issues



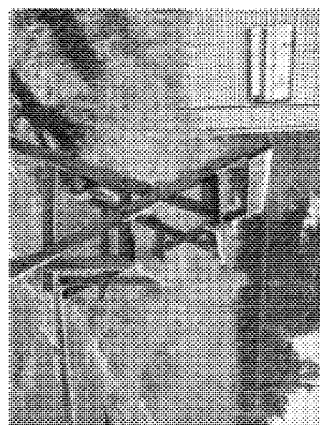
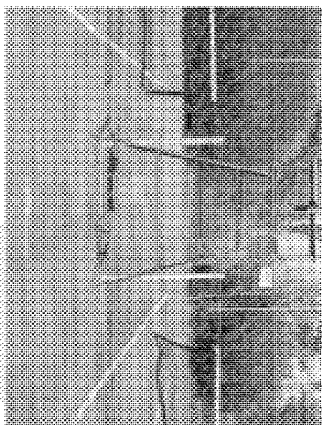
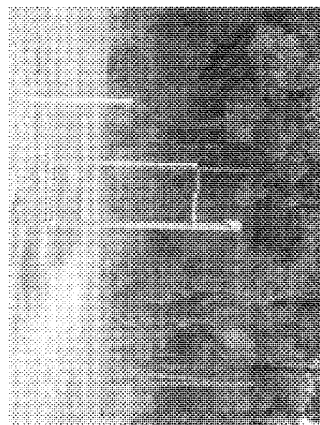
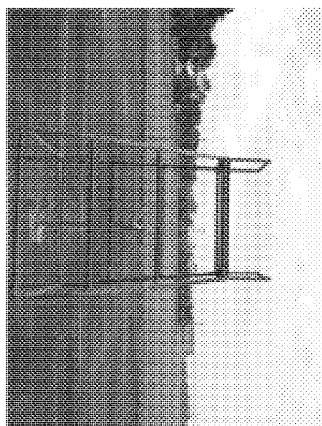
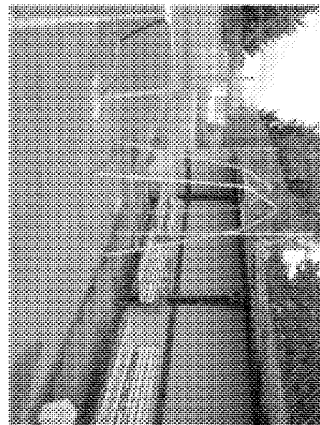
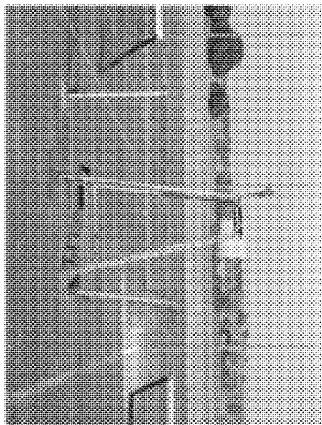
Net posts and footings

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Fencing

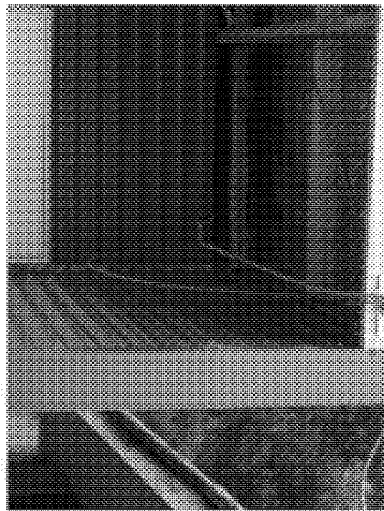
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Umpires chairs

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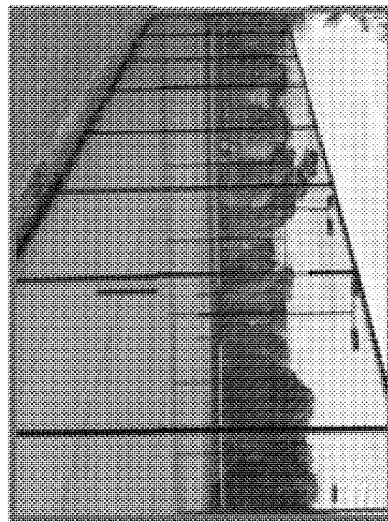
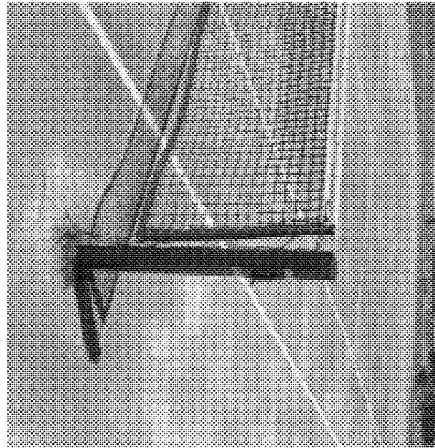
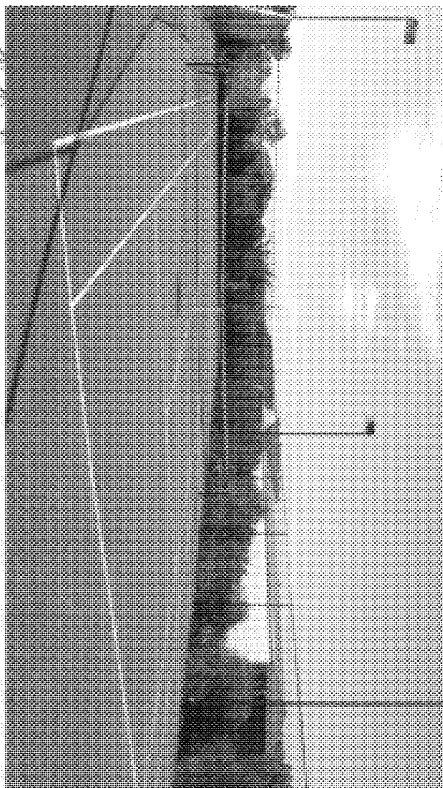
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Lighting issues

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Best practice design

Questions / comments?

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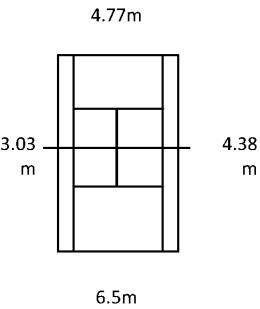
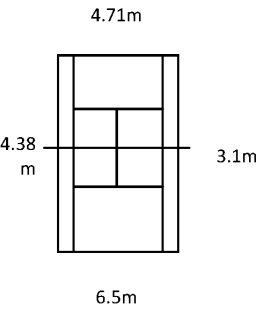
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TENNIS FACILITY INSPECTION CHECKLIST

Site Name: Barwon Downs Date: 19/4/11

Site Address: 1595 Main Road, Barwon Downs 3243

1. SURFACE TYPE	Number of Courts and Comments:
Asphalt / concrete	2 asphalt courts
2. GENERAL COURT CONDITION	
<p>Court 1: WEST COURT</p> 	<p>Surface type/ condition: Asphalt surface is worn and patched in areas with some exposed aggregate. Undulating surface with large depressions are evident due to likely pavement failure. Blue green algae growth is evident, particularly where swale drains to between courts.</p> <p>Court run-off: Court run-off areas vary, but do not comply at northern baseline (approximately 700mm short). Oversized run-offs are provided at the southern baseline.</p> <p>Nets and posts: Steel net posts in asphalt foots. No nets.</p> <p>Court line marking: Court line marking is barely visible and needs remarking.</p> <p>Maintenance / capital works recommendations: Weed removal and algae treatment required, court cleaning and line re-marking.</p>
<p>Court 2: EAST COURT</p> 	<p>Surface type/ condition: Asphalt surface is worn and patched in areas with some exposed aggregate. Undulating surface with large depressions are evident due to likely pavement failure and/or tree root invasion from neighbouring pine tree. Blue green algae growth is evident, particularly where swale drains to between courts.</p> <p>Court run-off: Court run-off areas vary, but do not comply at northern baseline (approximately 700mm short). Oversized run-offs are provided at the southern baseline.</p> <p>Nets and posts: Steel net posts in asphalt footings provided.</p> <p>Court line marking: Court line marking is barely visible and needs remarking.</p> <p>Maintenance / capital works recommendations: Weed removal and algae treatment required, court cleaning and line re-marking. Assessment of pavement and possible tree root invasion should be investigated.</p>

3. COURT LIGHTING	
Number of courts with lights:	No floodlighting
4. DRAINAGE	
Please note any comments in regards to site drainage:	A drainage swale runs between the courts. There is no visible outlet with signs of a non-functioning drainage system with water and dirt build-up evident.
5. COURT FENCING	
Comments in regards to fencing type (steel or powder coated) AND any visible damage or rust AND whether top and/or bottom rails are provided:	3m high galvanized wire mesh - no top or bottom rails. Signs of fence curl were evident.
6. CAR PARKING	
Comments in regards to whether it is a purpose built car parking including; sealed or unsealed, line marking, clearly marked traffic direction arrows, accessible spaces, access to courts for ambulance or car and/or security lighting:	Informal off-street parking provided, shared with a park.
7. COURT SURROUNDS	
Comments in regards to landscaping, any overhanging trees or shrubs, shade trees or shelters:	There is an open viewing shed with bench seats, and a wooden bench seat under wattle trees at the northern end. A stand of trees border the eastern fence line and overhang into court enclosure.
8. CLUB HOUSE	
Provision and rating of facilities provided:	No clubhouse facility provided. There is an open viewing shed with bench seats. Public toilets are provided separately within the adjacent parkland.
9. ADJACENT LAND / FACILITIES	
Any comments in regards to adjacent facilities:	Courts are located adjacent to one private residence on the southern boundary. There are public toilets and a children's playground within adjacent parkland. The courts are located behind a CFA shed. There appears some room to expand north and east of the existing enclosure should additional room be required.
10. WATER AVAILABILITY	
Is there non-potable water available at the site?	There are multiple water tanks and harvesting on site, as well as a bore.
11. ACCESSABILITY	
Are the facilities accessible?	No

Identified Urgent Priorities , please list:	There is a trip hazard at the entry gate that needs to be smoothed out. Courts should be cleaned and removed of algae.
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OTHER NOTES:

There is an active tennis club on site with directions on how to access courts and current year membership pricing. Its parkland location provides a nice outlook and would promote local use.

Courts mostly appear sound, however some significant depressions on the East Court are cause for concern. These are likely to be the result of pavement failure and/or from tree root invasion and damage. Drainage is also non-functioning and retaining moisture on the court surface, promoting blue green algae growth.

Courts could accommodate an asphalt re-sheet, but pavement failure and tree roots need to be addressed prior to this being undertaken.

Total court enclosure area may be large enough to redevelop to current recommended guidelines, although some expansion to the east and west could be undertaken into adjacent land areas if required. Viewing shed relocation will be required.

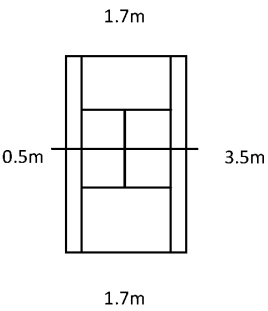
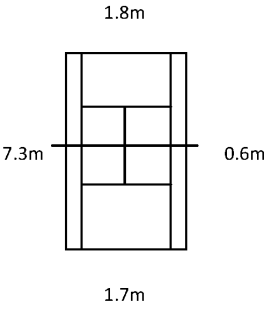
Sourcing engineering advice as the integrity of the pavement and a site survey to identify site levels and available developable area should be undertaken prior to any further development.

TENNIS FACILITY INSPECTION CHECKLIST

Site Name: Beeac Tennis Club

Date: 18/4/11

Site Address: 3 Buchanon Street, Beeac 3251

1. SURFACE TYPE	Number of Courts and Comments:
Asphalt / concrete	2 concrete courts
2. GENERAL COURT CONDITION	
<p>Court 1: WEST COURT</p>  <p>1.7m</p> <p>0.5m</p> <p>3.5m</p> <p>1.7m</p>	<p>Surface type/ condition:</p> <p>Concrete court surface that is made of small footpath sized concrete slabs. Small slabs are moving and heaving, creating trip points and some cracking.</p> <p>Court run-off:</p> <p>A grass verge surrounds courts and is within the court enclosure area, restricting court run-off areas due to change in surface type.</p> <p>Concrete slab tripping points are evident around the viewing area (within 0.5m of court sideline) and fixed seating is within 1.9m of sideline.</p> <p>The boundary fence is 5.2m from western sideline and would provide some scope to increase run-off area, assuming removal of the clubroom facility.</p> <p>The northern boundary fence is within 5.1m of the baseline, well under the recommended minimum 5.48m required.</p> <p>Nets and posts:</p> <p>Steel net posts provided however footings have failed and posts are leaning.</p> <p>Court line marking:</p> <p>Court line marking is patchy and glossy – likely to be slippery in wet weather.</p> <p>Maintenance / capital works recommendations:</p> <p>Major court replacement works require to rectify base, pavement, net post and court surface related issues.</p>
<p>Court 2: EAST COURT</p>  <p>1.8m</p> <p>7.3m</p> <p>0.6m</p> <p>1.7m</p>	<p>Surface type/ condition:</p> <p>Painted concrete surface that is made of small footpath sized concrete slabs. Paint is worn and patchy and blue green algae is evident. Small slabs are moving and heaving, creating trip points and some cracking.</p> <p>A small number of potholes are evident within the court surface.</p> <p>Court run-off:</p> <p>A grass verge surrounds courts and is within the court enclosure area, restricting court run-off areas due to change in surface type. Grass surface is within 0.6m of the eastern court sideline.</p> <p>The northern boundary fence is within 5.3m of the baseline, well under the recommended minimum 5.48m required.</p> <p>The eastern boundary fence is 4.1m from sideline and would provide some scope to increase run-off area.</p> <p>Nets and posts:</p> <p>1 x timber and 1 x steel net post with no net. Posts are considered inadequate for use and a safety hazard.</p>

	<p>Court line marking: Court line marking is patchy and glossy – likely to be slippery in wet weather.</p> <p>Maintenance / capital works recommendations: Major court replacement works require to rectify base, pavement, net post and court surface related issues.</p>
3. COURT LIGHTING	
Number of courts with lights:	No floodlighting
4. DRAINAGE	
Please note any comments in regards to site drainage:	Courts slope inwards toward a drainage swale that runs between the courts. There is no visible outlet, but is assumed that water drains into the grass verge around the court enclosure.
5. COURT FENCING	
Comments in regards to fencing type (steel or powder coated) AND any visible damage or rust AND whether top and/or bottom rails are provided:	Fencing consists of partially corrugated iron (southern, western and northern sides) and chicken wire on the eastern side. Chicken wire fence is broken and rusted and no top or bottom rails are provided. Corrugated sheeting on the western and southern boundaries is likely to provide wind protection from those directions.
6. CAR PARKING	
Comments in regards to whether it is a purpose built car parking including; sealed or unsealed, line marking, clearly marked traffic direction arrows, accessible spaces, access to courts for ambulance or car and/or security lighting:	None designated.
7. COURT SURROUNDS	
Comments in regards to landscaping, any overhanging trees or shrubs, shade trees or shelters:	A steep embankment from court to fence level is provided at the southern end of the courts and is located within court run-off and potential development area. Four large peppercorn trees are located at the southern end of the court enclosure and trees overhang into court area. Trees are nice specimens.
8. CLUB HOUSE	
Provision and rating of facilities provided:	Small Besa Block shed for storage without power. Appears in poor condition.
9. ADJACENT LAND / FACILITIES	
Any comments in regards to adjacent facilities:	There is land parcel to the east of the court enclosure that could accommodate development of an additional court. Council owns adjacent land.
10. WATER AVAILABILITY	
Is there non-potable water available at the site?	None visible.

11. ACCESSABILITY	
Are the facilities accessible?	No

Identified Urgent Priorities , please list:	Grass verge around courts needs to be maintained to minimise player risk injury. Net posts on East Court should be removed or replaced.
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OTHER NOTES:

Courts are likely to have been originally built in the 1920's and are showing significant signs of pavement failure. Concrete slab technique used is considered inappropriate for tennis court construction

Heavy wind observed from the western side and consideration of fence upgrade in the future will need to consider wind prevention design.

Full reconstruction of existing courts to meet minimum recommended court and run-off dimensions is required in the short-term. A third court could be accommodated on adjacent land area.

A full site survey of existing court enclosure and adjacent land area should be undertaken to ascertain total available developable area. The existence of the embankment and peppercorn trees at the southern end are likely to be within the developable area and will impact cost and design of any redevelopment

It is recommended that geotechnical advice on existing court area and adjacent land area be sought to identify any future design and development issues. If full reconstruction with concrete base be required, a site relocation may be a cost effective alternative.

Outline development costs for three new courts including expanded court enclosure, new drainage, court pavement and fencing may be in the order of \$180,000 to 200,000.

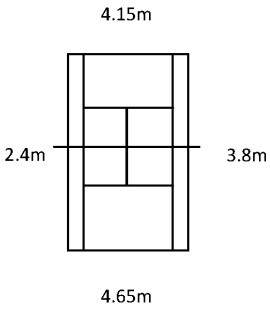
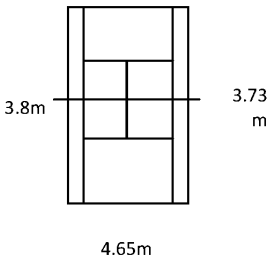
The site is of strategic value to the population living within the north-west of the Shire given the recent demise of facilities at Eurack and Cressy and the multiple defunct sites north of Colac. Beeac also acts as a district hub for education services and could provide for increased tennis services.

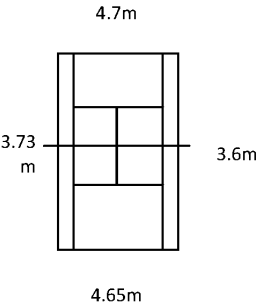
TENNIS FACILITY INSPECTION CHECKLIST

Site Name: Cororooke

Date: 18/4/11

Site Address: 55 Factory Road, Apollo Bay 3233

1. SURFACE TYPE	Number of Courts and Comments:
Asphalt / concrete	3 asphalt courts
2. GENERAL COURT CONDITION	
<p>Court 1: WEST COURT</p> 	<p>Surface type/ condition: Asphalt surface is cracking and worn and evidence of blue green algae growth is showing. Some areas of the southern end have been patched with concrete, providing a less than desirable result and change in surface texture.</p> <p>Court run-off: Court run-off area is limited by clubhouse shelter within 2.4m of the western sideline. Area from court sideline to fence would provide adequate run-off if clubhouse shelter was removed. Baseline run-offs are more than 1m short at each end and are impacted by asphalt surface not running out to fence line.</p> <p>Nets and posts: Steel net posts with concrete footings – all leaning indicating evidence of footing failure.</p> <p>Court line marking: Worn and patchy.</p> <p>Maintenance / capital works recommendations: Umpires chairs should be removed if they do not provide a practical purpose.</p>
<p>Court 2: CENTRE COURT</p> 	<p>Surface type/ condition: Asphalt surface is cracking and worn and evidence of blue green algae growth is showing.</p> <p>Court run-off: Baseline run-offs are more than 1m short at each end and are impacted by asphalt surface not running out to fence line. Run-off area between courts is considered adequate in width, but steep gradient between courts to accommodate drainage are a potential risk.</p> <p>Nets and posts: Steel net posts with concrete footings – all leaning indicating evidence of footing failure.</p> <p>Court line marking: Worn and patchy.</p> <p>Maintenance / capital works recommendations: Umpires chairs should be removed if they do not provide a practical purpose.</p>

<p>Court 2: EAST COURT</p> 	<p>Surface type/ condition:</p> <p>Asphalt surface is cracking and worn and evidence of blue green algae growth is showing.</p> <p>Grass and weed growth and deteriorating asphalt down to exposed aggregate evident along northern baseline and eastern sideline.</p> <p>Court run-off:</p> <p>Baseline run-offs are more than 1m short at each end and are impacted by asphalt surface not running out to fence line.</p> <p>Sideline run-off distances are considered adequate.</p> <p>Nets and posts:</p> <p>Steel net posts with concrete footings – all leaning indicating evidence of footing failure.</p> <p>Court line marking:</p> <p>Worn and patchy.</p> <p>Maintenance / capital works recommendations:</p> <p>Umpires chairs should be removed if they do not provide a practical purpose.</p>
<p>3. COURT LIGHTING</p>	
<p>Number of courts with lights:</p>	<p>No floodlighting</p>
<p>4. DRAINAGE</p>	
<p>Please note any comments in regards to site drainage:</p>	<p>Each court crests in the middle forming a gradient that falls into drainage swales that run between courts. Gradients appear over exaggerated and give a heaving effect to courts.</p> <p>Drainage swales appear to fall towards the southern end. There is a drainage pit at the south-east corner outside the court enclosure area that appears to take storm water away from court area and roadside and under the road way.</p> <p>System is not functioning as designed and water is gathering at the end of courts, creating wet spots and excess moisture build up.</p>
<p>5. COURT FENCING</p>	
<p>Comments in regards to fencing type (steel or powder coated) AND any visible damage or rust AND whether top and/or bottom rails are provided:</p>	<p>3m high galvanized wire mesh on northern, southern and westerns sides (some top rails provided).</p> <p>No court enclosure fencing is provided on the eastern side. This sideline shares a 1.2m high colorbond fence with the adjacent residential property.</p>
<p>6. CAR PARKING</p>	
<p>Comments in regards to whether it is a purpose built car parking including; sealed or unsealed, line marking, clearly marked traffic direction arrows, accessible spaces, access to courts for ambulance or car and/or security lighting:</p>	<p>No formal parking provided.</p>
<p>7. COURT SURROUNDS</p>	
<p>Comments in regards to landscaping, any overhanging trees or shrubs, shade trees or shelters:</p>	<p>Courts are provided in an open grass and farmland area that is exposed to windy conditions.</p> <p>Courts are on the main road frontage</p>

8. CLUB HOUSE	
Provision and rating of facilities provided:	Small Besa Block brick viewing and maintenance shed provided that appear in poor condition. There are toilets and an outdoor seating area, plus shade structure.
9. ADJACENT LAND / FACILITIES	
Any comments in regards to adjacent facilities:	A residential property borders the eastern fence line.
10. WATER AVAILABILITY	
Is there non-potable water available at the site?	None visible.
11. ACCESSABILITY	
Are the facilities accessible?	No

Identified Urgent Priorities , please list:	New net posts with collapsible winders and new footings are required.
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OTHER NOTES:

Baseline run-off distances are significantly under-sized (approximately 1m at each end), therefore the overall court enclosure area should be surveyed to define full developable area available. Sideline run-offs will also be limited if clubhouse shelter is to remain within the court enclosure.

Site survey should also shoot site levels along southern boundary and road verge areas to test for drainage conditions. It is likely that full court reconstruction will be required to accommodate any new drainage design. Likely order of cost for full reconstruction would be \$120,000 to \$150,000 (without fence replacement).

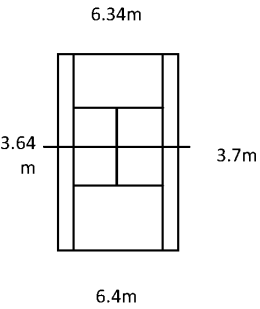
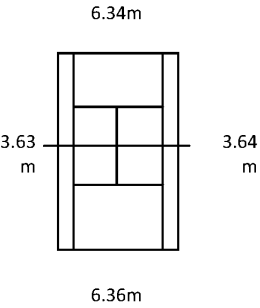
A possible alternative to full reconstruction may be the addition of concrete edging around court enclosure, application of geo-fabric, new net posts and footings and an asphalt re-sheet across the full court enclosure. This however is unlikely to resolve site drainage issues.

Cororooke is a strategically valuable site catering for the north-western population areas of the Shire, and sits amongst multiple defunct sites within the immediate surrounding area. It is also one of few sites that provide more than 2 courts in one location.

TENNIS FACILITY INSPECTION CHECKLIST

Site Name: Forrest Date: 19/4/11

Site Address: 18 Station Street, Forrest 3236

1. SURFACE TYPE	Number of Courts and Comments:
Asphalt / concrete	2 asphalt courts
2. GENERAL COURT CONDITION	
<p>Court 1: PLAYGROUND SIDE</p> 	<p>Surface type/ condition:</p> <p>Very coarse grade of asphalt used with loose aggregate on top of court surface that has made the court very slippery.</p> <p>Some moss growth evident at the baselines.</p> <p>Some extreme patches of asphalt surface down to the next layer within the court profile is evident and is discoloured.</p> <p>Court run-off:</p> <p>Court run-off areas appear unimpeded and meet minimum recommended guidelines.</p> <p>Nets and posts:</p> <p>Steel net posts (leaning inwards) with older style winders. No net provided.</p> <p>Court line marking:</p> <p>Court line marking is patchy and broken.</p> <p>Maintenance / capital works recommendations:</p> <p>The court is currently considered unsafe due to the spray seal used and loose material on court surface. A re-seal or re-sheeting may be required.</p>
<p>Court 2: EAST COURT</p> 	<p>Surface type/ condition:</p> <p>Very coarse grade of asphalt used with loose aggregate on top of court surface that has made the court very slippery.</p> <p>Some moss growth evident at the baselines.</p> <p>Some extreme patches of asphalt surface down to the next layer within the court profile is evident and is discoloured.</p> <p>Court run-off:</p> <p>Court run-off areas appear unimpeded and meet minimum recommended guidelines.</p> <p>Nets and posts:</p> <p>Steel net posts (leaning inwards) with older style winders. No net provided.</p> <p>Court line marking:</p> <p>Court line marking is patchy and broken.</p> <p>Maintenance / capital works recommendations:</p> <p>The court is currently considered unsafe due to the spray seal used and loose material on court surface. A re-seal or re-sheeting may be required.</p>

3. COURT LIGHTING	
Number of courts with lights:	No floodlighting
4. DRAINAGE	
Please note any comments in regards to site drainage:	A drainage swale runs between the courts. Drainage is not functional and water and dirt is pooling around drainage outlet at northern end of court enclosure. The material in the drainage swale is worn and loose surface material is present in the drain.
5. COURT FENCING	
Comments in regards to fencing type (steel or powder coated) AND any visible damage or rust AND whether top and/or bottom rails are provided:	3m high galvanized wire mesh - no top or bottom rails. Some bottom fence curl is evident.
6. CAR PARKING	
Comments in regards to whether it is a purpose built car parking including; sealed or unsealed, line marking, clearly marked traffic direction arrows, accessible spaces, access to courts for ambulance or car and/or security lighting:	Formal and sealed off-street parking for 20 vehicles that is shared with the adjacent park is provided.
7. COURT SURROUNDS	
Comments in regards to landscaping, any overhanging trees or shrubs, shade trees or shelters:	There is a large stand of eucalyptus and wattles in close proximity to the court enclosure. Some leaf litter drop is evident in the drainage channel.
8. CLUB HOUSE	
Provision and rating of facilities provided:	The timber clubhouse that appears in poor condition was locked at the time of inspection.
9. ADJACENT LAND / FACILITIES	
Any comments in regards to adjacent facilities:	Courts are located nearby to parkland and children's playground and adjacent to a caravan park / camping ground.
10. WATER AVAILABILITY	
Is there non-potable water available at the site?	None visible.
11. ACCESSABILITY	
Are the facilities accessible?	No

Identified Urgent Priorities , please list:	The courts can be made safe by removing and replacing posts and winders and removing all loose aggregate and re-sheeting with asphalt.
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OTHER NOTES:

The courts have been spray sealed in recent times instead of being re-sheeted with asphalt, causing loose material on the surface and a slippery finish.

The court enclosure area appears of sufficient size to meet minimum requirements and pavement appears generally sound. However, engineering advice on the likelihood of success of asphalt re-sheeting should be sourced and drainage tested to ensure long-term functionality.

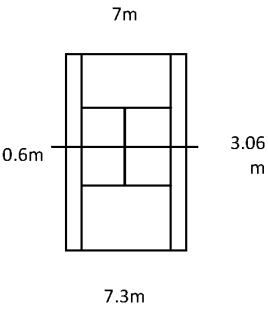
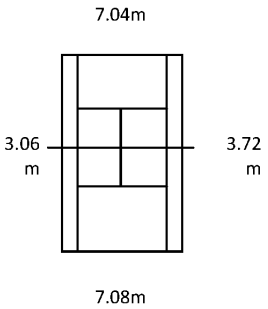
The courts are located in a nice setting given the adjacent park and playground and caravan park. There is opportunity for the courts to be well used for social play by caravan park users.

TENNIS FACILITY INSPECTION CHECKLIST

Site Name: Swan Marsh

Date: 18/4/11

Site Address: 597 Swan Marsh Road, Swan Marsh 3249

1. SURFACE TYPE	Number of Courts and Comments:
Asphalt / concrete	2 asphalt courts
2. GENERAL COURT CONDITION	
<p>Court 1: WEST COURT</p> 	<p>Surface type/ condition: Asphalt court surface is worn and patchy asphalt, and worn down to loose aggregate in places.</p> <p>Court run-off: A grass verge is located along the western sideline and is within 0.6m of the court area. All other run-offs appear adequate.</p> <p>Nets and posts: Steel net posts provided with concrete footings.</p> <p>Court line marking: Court line marking is broken and patchy.</p> <p>Maintenance / capital works recommendations: There appears to be significant cracking along the western sideline indicating signs of potential pavement failure.</p>
<p>Court 2: EAST COURT</p> 	<p>Surface type/ condition: Asphalt court surface is worn and patchy asphalt, and worn down to loose aggregate in places.</p> <p>Weed growth is penetrating the court surface and there is evidence of blue green algae growth.</p> <p>Court run-off: All court run-off distances appear adequate, however space between courts is an estimated 0.5m under-sized.</p> <p>Nets and posts: Steel net posts provided with concrete footings.</p> <p>Court line marking: Court line marking is broken and patchy.</p> <p>Maintenance / capital works recommendations: Court requires clearing of weeds and blue green algae requires treatment to avoid further surface degradation.</p>
3. COURT LIGHTING	
Number of courts with lights:	No floodlighting

4. DRAINAGE	
Please note any comments in regards to site drainage:	Courts crest in the middle creating a slope between them to form a drainage swale with an outlet at the northern end of the court enclosure.
5. COURT FENCING	
Comments in regards to fencing type (steel or powder coated) AND any visible damage or rust AND whether top and/or bottom rails are provided:	Rusted chicken wire fence provided without top or bottom rails.
6. CAR PARKING	
Comments in regards to whether it is a purpose built car parking including; sealed or unsealed, line marking, clearly marked traffic direction arrows, accessible spaces, access to courts for ambulance or car and/or security lighting:	No formal parking – roadside parking only.
7. COURT SURROUNDS	
Comments in regards to landscaping, any overhanging trees or shrubs, shade trees or shelters:	Residential properties border the site. Cypress trees located in adjacent CFA property are likely to have a root structure that may be impacting the court base. Coastal rosemary is growing along and through the southern court enclosure boundary and should be removed.
8. CLUB HOUSE	
Provision and rating of facilities provided:	The clubhouse facilities are rated poorly. There is a basic facility with social area, kitchenette facilities and an outdoor seating area plus shade structure (open shade area).
9. ADJACENT LAND / FACILITIES	
Any comments in regards to adjacent facilities:	Courts are located very close to residents, which may pose future development issues if additional space is required. The facility is in a nice location (although very windy) in the town centre with a main road frontage.
10. WATER AVAILABILITY	
Is there non-potable water available at the site?	None visible.
11. ACCESSABILITY	
Are the facilities accessible?	No
Identified Urgent Priorities , please list:	There is a wind screen on the eastern fence that is too heavy for posts and is bringing down the fence. Windscreen should be removed or fence replaced with more appropriate gauged fence and footing design.

OTHER NOTES:

The western side of the west court is starting to crack, showing evidence of base failure. Understanding the cause of cracking may impact future development potential and cost.

Base failure issues generally require full surface removal, base compaction and asphalt re-sheeting. The overall court enclosure area should be surveyed to define full developable area available as sideline run-offs appear limited, particularly if shelter is to remain within the court enclosure.

Besa Block shelter is only 2.56m from court sideline and is located within minimum run-off area. A concrete step for the shelter is only 900mm from court and it, as well as hand rails installed pose a significant risk issue for players.

Swan Marsh is a strategically valuable site catering for the western population areas of the Shire, particularly with defunct sites at Pirron Yallock and Bungador and the recent demise of the facility at nearby Larpent. It is the only tennis facility west of Colac.

APPENDIX 4c: Colac Otway Shire Tennis Development Plan - Prioritised Maintenance and Capital Works Projects by Site

Site Details	Court Details			ISSUE SCORING TOTALS	FACILITY IMPROVEMENT PRIORITY	Key maintenance recommendations							Facility renewal			Facility upgrade					
	Current Usage	Total courts	Useable Courts			Close court(s)	Decommission site	Clean courts	Prune surrounding trees	Clear surrounds / veg	Clear drainage	Remove umpires chair(s)	Re-sheet asphalt / surface	Fence upgrade / bottom rails	Replace net posts	Fence replacement	New pavement construction	New drainage construction	Expand court footprint	Replace net posts	Install floodlighting
Apollis Bay	Club	3	3	11.5	25	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N
Barrington	Club	2	2	8	5	N	N	Y	Y	Y	Y	Y	Y	N	N	N	N	N	N	N	N
Burven Downs	Club	2	2	1.09	10	N	N	Y	Y	Y	Y	Y	Y	N	N	N	N	N	N	N	N
Bowser	Club	2	2	4.4	6	N	N	N	Y	Y	Y	Y	Y	N	N	N	N	N	N	N	N
Brook Forest (Frogsson)	Public	2	1	4	3	Y	N	Y	Y	Y	Y	Y	Y	N	N	N	N	N	N	N	N
Birriguna	Club	2	2	4.7	22	N	N	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Outlets River	Public	2	1	1.30	8	Y	N	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Colac Central Reserve	Club	2	2	0.74	16	N	N	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Colac Lawn	Club	18	17	4.97	24	N	N	Y	Y	Y	Y	Y	Y	N	N	N	N	N	N	N	N
Doonohie	Club	3	3	1.08	11	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N
Cressy	None	2	0	4.4	3	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Colac South Reserve	Club	4	4	0.73	17	N	N	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Emack	None	2	0	4.1	2	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Forest	Club	2	2	2.85	19	N	N	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Gallered	Club	2	2	2.85	20	N	N	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Georgina	Overflow	2	2	4.6	21	N	N	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Idienn	Public	2	1	4.8	1	Y	N	Y	Y	Y	Y	Y	Y	N	N	N	N	N	N	N	N
Kowron	Club	2	2	0.73	17	N	N	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Kennell River	Public	1	1	4.7	22	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N
Lippen	None	2	0	4.4	7	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Lovers Hill	Public	2	1	0.75	14	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Penroyal	Club	2	2	0.75	14	N	N	Y	Y	Y	Y	Y	Y	N	N	N	N	N	N	N	N
Swan Marsh	Club	2	2	1.26	9	N	N	Y	Y	Y	Y	Y	Y	N	N	N	N	N	N	N	N
Warracott	Club	2	2	0.80	13	N	N	Y	Y	Y	Y	Y	Y	N	N	N	N	N	N	N	N
Yeo	Overflow	2	2	0.89	12	N	N	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
TOTALS			70		98																
PERCENTAGE OF FACILITIES																					
WORKS DESCRIPTION																					

Maintenance advice to premises and/or annual preparation actions	Maintenance advice to premises and/or annual preparation actions						
	24%	12%	72%	60%	88%	48%	88%
	5	3	16	17	17	12	28

Included within 10 yr capital program	Included within 10 yr capital program		
	48%	67%	44%
	12	15	11

Major facility upgrades and decommission based on available funding available	Major facility upgrades and decommission based on available funding available					
	24%	29%	28%	24%	28%	4%
	6	6	7	5	7	1

Appendix 5 Colac Otway Tennis Development Plan - Estimated probable maintenance, renewal and redevelopment costs

Item Details	Current Usage				Court Issues																																																							
	Per Week	Per Month	Per Year	Per Day	Per Week	Per Month	Per Year	Per Day	Per Week	Per Month	Per Year	Per Day	Per Week	Per Month	Per Year																																													
ISSUE SCORING TOTALS					2	7	28	4	1	3	12	2	3	9	36	6	3	11	44	8																																								
FACILITY IMPROVEMENT PRIORITY	High	Medium	Low	Very Low	High	Medium	Low	Very Low	High	Medium	Low	Very Low	High	Medium	Low	Very Low	High	Medium	Low	Very Low	High	Medium	Low	Very Low	High	Medium	Low	Very Low	High	Medium	Low	Very Low	High	Medium	Low	Very Low	High	Medium	Low	Very Low	High	Medium	Low	Very Low	High	Medium	Low	Very Low	High	Medium	Low	Very Low								
Estimated Facility Redevelopment Costs (Years 1 to 5)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0				
Estimated Facility Redevelopment Costs (Years 6 to 10)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0								
Estimated Facility Redevelopment Costs (Years 11 to 15)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0								
Estimated Facility Redevelopment Costs (Years 16 to 20)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0								
Estimated Facility Redevelopment Costs (Years 21 to 25)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0								
Estimated Facility Redevelopment Costs (Years 26 to 30)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0								
Estimated Facility Redevelopment Costs (Years 31 to 35)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0								
Estimated Facility Redevelopment Costs (Years 36 to 40)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0								



Consultation exercise (World Café)

Participants from tennis clubs located in the Colac Otway Shire were seated at four tables with each table given a topic (affiliation, facilities, insurance and grants) to discuss. Participants were asked to discuss why each topic was important for them and provide a solution to each issue.

AFFILIATION

ISSUES	WHY	SOLUTION
My Tennis	Initial set up is difficult. Work is done by volunteers who are all on other committee's.	Clubs to give all information on member numbers.
Information on ball kids	Clubs require information earlier and not the day before the closing date.	Club secretary to pass on information to all members and not keep info to themselves.

FACILITIES

ISSUES	WHY	SOLUTION
Lack of court numbers	Especially for juniors. They have to start early to get through games and often overflow on other clubs courts	Funding Too many small grants and not enough grants for facilities. Lighting courts to extend play.
Age of facilities	Surfaces worn and degraded and now slippery (moss). Some sheds are structurally dangerous. Can't play finals on good courts. Can only keep kids so long before they move to other sports.	Funding Root barriers around courts where tree's are present. Tennis Australia to fund asphalt courts
Court layout	Run off not adequate especially at side of court. Dangerous running for balls onto another doubles court. Camber and fall of court excessive causing footing uncertainty	Tennis court audits and include all clubs and courts.
Fencing	Rundown No top or bottom poles	Install top and bottom poles
Health & Safety	No running water and no power.	Funding for club house and storage.

INSURANCE

Individual	Cover for public and members	
Unsafe courts. Risk of liability	Courts not maintained through lack of funding	Fix courts or not play
Fun run	Is the club covered	Get individual insurance
Personal injury form		

GRANTS

Safe playable courts	Average facilities	
Accessibility to grants (rural areas)	Importance of community hubs	bringing communities together
Conditions/restrictions of funding	Tennis Australia requirement that no asphalt courts can be funded	Junior development
Small grants	Support to committees (families)	Hard to attract sponsors
Timing of council grants	Limited (programs) Budget constraints	In-depth criteria, streamline application process, expressions of interest, twice annually make it easier for applicants.
Hire of courts (grass)	Rising fee's	Council CFP/grant (community project) DPCD/SRV funding (CFFP, CAGS, SEG, Vic health)
Lack of funds	for facility improvements	Budget implementation -partnership Grant resurface (1 per year) =20 year life cycle (asphalt) Resources to improve facilities Maintenance asset renewal
Where to for clubs from here?	Funding not accessible, tennis audit to justify funding opportunities.	Grants/funding. Lobby Tennis Australia/Fed/local/state Gov't
Competing with regional tennis/other sports		
Criteria for grant application process	Streamline process Competitive	Encourage clubs to apply

CONSENT CALENDAR**OFFICERS' REPORT**

D = Discussion

W = Withdrawal

ITEM	D	W
<p><u>CORPORATE AND COMMUNITY SERVICES</u></p> <p><u>OM122501-4 DRAFT COLAC OTWAY TENNIS FACILITY AUDIT AND DEVELOPMENT PLAN</u></p> <p>Department: Corporate and Community Services</p> <p><u>Recommendation(s)</u></p> <p><i>That Council:</i></p> <ol style="list-style-type: none"> <i>1. Endorses the Draft "Colac Otway Tennis Facility Audit and Development Plan" for public exhibition and community consultation to commence early February 2012 for a period of at least 6 weeks.</i> <i>2. Notes that any public comment received will be analysed and incorporated where suitable to enable the plan to be submitted to Council for adoption.</i> 		
<p><u>OM122501-5 DRAFT APOLLO BAY TRAILS FEASIBILITY STUDY</u></p> <p>Department: Corporate and Community Services</p> <p><u>Recommendation(s)</u></p> <p><i>That Council:</i></p> <ol style="list-style-type: none"> <i>1. Endorses the Draft "Apollo Bay Trails Feasibility Study" for public exhibition and community consultation to commence early February for a period of at least 6 weeks.</i> <i>2. Notes that any public comment received will be analysed and incorporated where suitable to enable the plan to be submitted to Council for adoption.</i> 		

<p><u>OM122501-6</u> <u>AUTHORISATION OF OFFICER (PLANNING AND ENVIRONMENT ACT)</u></p> <p>Department: Corporate and Community Services</p> <p><u>Recommendation(s)</u></p> <ol style="list-style-type: none"> 1. That Council appoints Patrick Cauchi as an authorised officer pursuant to the Planning and Environment Act 1987. 2. The Instrument of Appointment and Authorisation comes into force immediately the common seal of Council is affixed to the Instrument and remains in force until Council determines to vary or revoke it. 3. The Instrument of Appointment and Authorisation be sealed. 		
<p><u>OM122501-7</u> <u>COUNCIL SUPPORT TO NEIGHBOURHOOD HOUSES POLICY</u></p> <p>Department: Corporate and Community Services</p> <p><u>Recommendation(s)</u></p> <p><i>That Council adopts Policy No. 6.4 “Council Support to Neighbourhood Houses Policy”.</i></p>		
<p><u>OM122501-8</u> <u>SECOND QUARTER PERFORMANCE REPORT 2011-2012</u></p> <p>Department: Corporate and Community Services</p> <p><u>Recommendation(s)</u></p> <p><i>That Council receives the second quarter performance report 2011-2012.</i></p>		

<p><u>OM122501-9 SECOND QUARTER FINANCIAL PERFORMANCE REPORT 2011-2012</u></p> <p>Department: Corporate and Community Services</p> <p><u>Recommendation(s)</u></p> <p><i>That Council:</i></p> <ol style="list-style-type: none"> <i>1. Receives the second quarter financial performance report 2011-2012.</i> <i>2. Notes the forecast changes to the following projects:</i> <ul style="list-style-type: none"> - <i>Bluewater Fitness Centre Redevelopment</i> - <i>Timber Roads Program – Old Beech Forest Road Resheet</i> - <i>Timber Roads Program – Pipeline Road Resheet</i> - <i>Contribution to Apollo Bay Library Project</i> - <i>Improving Liveability for Older People (ILOP)</i> - <i>Municipal Fire and Emergency Management Resourcing Programme</i> - <i>COPACC Fire Prevention Systems Compliance Upgrade</i> - <i>Eastern Reserve Court Resurfacing</i> 		
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Recommendation

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

MOVED

SECONDED

OM122501-6

AUTHORISATION OF OFFICER (PLANNING AND ENVIRONMENT ACT)

AUTHOR:	Colin Hayman	ENDORSED:	Rob Small
DEPARTMENT:	Corporate & Community Services	FILE REF:	11/96474

Purpose

To appoint Statutory Planner Patrick Cauchi as an authorised officer under 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

Council has recently appointed a Statutory Planner Co-ordinator following a recruitment process for an existing vacancy within the Statutory Planning Unit.

- (a) The *Planning and Environment Act 1987* regulates enforcement and is reliant on authorised officers acting on behalf of the Responsible Authority.
- (b) Currently Council's authorised officers are acting under a broader Appointment and Authorisation by the Chief Executive Officer pursuant to Section 224 of the *Local Government Act 1989*.
- (c) Legal advice has recommended that authorised officers be appointed by Council using a new instrument to address specific authorisation provisions of Section 147(4) of the *Planning and Environment Act 1987* versus the broader authorisations of Section 224 of the *Local Government Act 1989*.
- (d) The broader Instrument of Appointment and Authorisation by the Chief Executive Officer pursuant to Section 224 of the *Local Government Act 1989* must also be retained as it appoints the officers as authorised officers for the administration and enforcement of other acts.

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 Instrument of Authorisation relates only to the powers arising from the *Planning and Environment Act 1987*. Currently, the power to commence proceedings in Council's name is also delegated under the Instrument of Delegation from the CEO to Council Staff. Staff members authorised under other legislation, such as the *Local Government Act 1989*, are appointed under delegation by the CEO.

Proposal

The proposal is to appoint Patrick Cauchi as an authorised officer pursuant to Section 147(4) of the *Planning and Environment Act 1987* and the regulations made under that Act.

Financial and Other Resource Implications

Nil

Risk Management & Compliance Issues

The *Planning and Environment Act 1987* regulates enforcement and is reliant on authorised officers acting on behalf of the Responsible Authority. The authorisation of officers under this Instrument is consistent with legal advice received.

Environmental and Climate Change Considerations

Nil

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 appropriate method is to inform.

Implementation

The attached Instrument of Appointment and Authorisation (*Planning and Environment Act 1987*) comes into force immediately upon its execution.

Conclusion

Council received legal advice recommending that Council appoint authorised officers pursuant to Section 147(4) of the *Planning and Environment Act 1987* for matters relating to planning compliance and enforcement.

Attachments

1. Instrument of Delegation and Authorisation 1 Page

Recommendation(s)

1. ***That Council appoints Patrick Cauchi as an authorised officer pursuant to the Planning and Environment Act 1987.***
2. ***The Instrument of Appointment and Authorisation comes into force immediately the common seal of Council is affixed to the Instrument and remains in force until Council determines to vary or revoke it.***
3. ***The Instrument of Appointment and Authorisation be sealed.***

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INSTRUMENT OF APPOINTMENT AND AUTHORISATION

(Planning and Environment Act 1987)

In this Instrument “**officer**” means –

**PATRICK CAUCHI**

By this Instrument of Appointment and Authorisation Colac Otway Shire Council –

1. Under section 147(4) of the *Planning and Environment Act 1987* appoints the officer to be an authorised officer for the purposes of the *Planning and Environment Act 1987* and the regulations made under that Act; and

It is declared that this Instrument –

- (a) comes into force immediately upon its execution;
- (b) remains in force until varied or revoked

This Instrument is authorised by a resolution of the Colac Otway Shire Council on 25 January 2012.

THE COMMON SEAL of Colac Otway Shire  
Council was hereunto affixed in accordance  
with Local Law No 4

.....  
Chief Executive Officer

Dated.....





OM122501-7

**COUNCIL SUPPORT TO NEIGHBOURHOOD HOUSES  
POLICY**

|             |                                   |           |           |
|-------------|-----------------------------------|-----------|-----------|
| AUTHOR:     | Colin Hayman                      | ENDORSED: | Rob Small |
| DEPARTMENT: | Corporate &<br>Community Services | FILE REF: | 11/96055  |

**Purpose**

The purpose of this report is to present the Policy No. 6.4 "Council Support to Neighbourhood Houses Policy" to Council for adoption.

**Declaration of Interests**

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

**Background**

At the Council Meeting on 26 October 2011, Council considered the draft "Council Support to Neighbourhood Houses Policy" and resolved:

*"That Council endorses the draft "Council Support to Neighbourhood Houses Policy" for community consultation to commence early November 2011 for a period of six weeks."*

**Council Plan / Other Strategies / Policy****Community Health and Wellbeing**

Council will promote community health and wellbeing in partnership with other health services. Through a partnership approach, Council will provide a broad range of customer focused health, recreational, cultural and community amenities, services and facilities.

The development of the policy is consistent with the Council's vision, mission and the objective of Community Health and Wellbeing.

The policy is also consistent with State Government Guidelines as well as a number of other Council policies and plans:

- Positive Ageing Policy
- Early Years Plan
- Public Health and Wellbeing Plan

**Issues / Options**Neighbourhood Houses

There are currently five official Neighbourhood Houses operating in Colac Otway Shire:

- Colac Neighbourhood House
- Gellibrand Community House
- Forrest and District Neighbourhood House
- Apollo Bay Community House
- Lavers Hill Neighbourhood House\*

These form the "Colac Otway Network of Community Houses" which comes under the Barwon Network of Neighbourhood Centres Inc.

*\*The Lavers Hill Neighbourhood House is currently not funded by the Government.*

There is also a Cressy and District Neighbourhood Centre which operates at the Council's Maternal and Child Health Centre.

#### Neighbourhood/Community Houses

As noted there are four funded Neighbourhood Houses at Colac, Gellibrand, Forrest and Apollo Bay which attract funding of \$124,800 per year in co-ordination funding from the Department of Human Services. Each dollar provided in funding returns an investment magnified many times over through activities which strengthen and unite communities through civic participation.

In the Colac Otway Shire's four funded Neighbourhood/Community Houses:

- An average of 810 people walk through the doors in any one month
- The people take part in an average of 69 diverse activities
- Volunteers give at least 10,848 hours per year which represents a dollar value of \$162,730 in hours volunteered to strengthen their local communities in the Otway Shire – calculated at \$15 per volunteer hour. A return valued at \$162,730 for a \$124,800 investment in just volunteer input.

#### Draft Policy

Advertisements seeking public comment on the Draft Policy were in the Colac Herald and Community Newsheets.

A copy of the Policy was also forwarded to the Barwon Network of Neighbourhood Centres and the various Houses.

Written comments closed 16 December 2011. Comments were received from the Colac Neighbourhood House:

*"I am writing to express our appreciation to Council for providing both policy and funding to the Colac Otway Neighbourhood Houses and the Barwon Network of Neighbourhood Centres.*

*The Colac Neighbourhood House has already expended part of the \$2,000 funds provided this financial year towards piloting a community lunch in November. We were overwhelmed at the community support of this event with over 50 people from all walks of life attending.*

*Our next lunch will be held next Tuesday and we are planning to train volunteers in 2012 to make the lunch a sustainable and regular event.*

*The only feedback I have in relation to the policy is the name of the NOCH is "Colac Otway NOCH" (rather than Otway NOCH).*

*Thank you for your ongoing support to our houses in strengthening our community."*

The minor change noted in the response from the Colac Neighbourhood House has been made to the policy.

#### **Proposal**

It is proposed that Council adopts the Council Support to Neighbourhood Houses Policy.

**Financial and Other Resource Implications**

Currently Council provides an amount of \$9,000 for Neighbourhood Houses. This is based on \$2,000 for each of the Apollo Bay, Colac, Forrest and District and Gellibrand Houses and \$1,000 to support the outreach work of the Barwon Region Community House Network in the Colac Otway Shire.

For 2012/13 it would be the intention, through the budget process, to increase this amount and provide funds to both the Cressy and Lavers Hill Houses.

**Risk Management & Compliance Issues**

Each of the Houses has risk management processes in place.

**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.

The method selected was to consult with various stakeholders and seek comment from the community.

**Implementation**

Once the policy has been adopted by Council, the policy will be available on Council's web page. Council's policy register will also be updated.

**Conclusion**

Neighbourhood Houses are a vital and significant contribution to community development. The policy provides details of Council's support to the Neighbourhood Houses within the Shire.

**Attachments**

1. Council Support to Neighbourhood Houses Policy 5 Pages

**Recommendation(s)**

***That Council adopts Policy No. 6.4 "Council Support to Neighbourhood Houses Policy".***

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COUNCIL SUPPORT TO NEIGHBOURHOOD HOUSES POLICY

Policy No: 6.4

Date Adopted: 25 January 2012

File No: GEN01688

Revised:

1. INTRODUCTION

There are currently five official Neighbourhood Houses operating in Colac Otway Shire:

- Colac Neighbourhood House
- Gellibrand Community House
- Forrest and District Neighbourhood House
- Apollo Bay Community House
- Lavers Hill Neighbourhood House

These form the “Colac Otway Network of Community Houses” which comes under the Barwon Network of Neighbourhood Centres Inc.

There is also a Cressy and District Neighbourhood Centre which operates at the Council’s Maternal and Child Health Centre.

2. RELATIONSHIP WITH COUNCIL PLAN

Council’s vision is:

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

Council’s mission is:

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

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

The Key Result Area of Community Health and Wellbeing has the following objective:

“Council will promote community health and wellbeing in partnership with other health services. Through a partnership approach, Council will provide a broad range of customer focussed health, recreational, cultural and community amenities, services and facilities.”

This policy is consistent with the Vision, Mission and Objective of Community Health and Wellbeing.

3. OBJECTIVES/PURPOSE

The purpose of this policy is to provide details of Council's support to the Neighbourhood Houses within the Colac Otway Shire.

Council recognises and supports the benefits to local communities of Neighbourhood Houses in relation to Council's role in facilitating the development and strengthening of local communities. Council identifies Neighbourhood Houses as a significant contributor to community development.

This policy is underpinned by the community development principles of access, equity, participation, rights, partnership and diversity.

4. BACKGROUND

The first Neighbourhood House/Community Centre in Victoria was established in 1973 with the help of State Government funding. Currently there are approximately 360 Neighbourhood Houses and Community Centres throughout Victoria.

Community Centres/Neighbourhood Houses are managed for and by the community itself. Decision making is shared by the community itself. These of course are the people who best understand their own diverse needs.

Community Centres/Neighbourhood Houses have a special atmosphere. They are welcoming, non-threatening places where anyone can come to meet new friends, contribute to their community, get helpful information and learn new skills.

Although Community Centres/Neighbourhood Houses differ from each other in many ways, they all aim to encourage personal growth, self-help and sharing of knowledge. Community Centres/Neighbourhood Houses work with a range of other local and state organisations in both formal and informal networking and partnership arrangements. Many centres have also become a social force for their local communities by reducing social inequalities and enriching the quality of life for community members.

For the purpose of this policy the Department of Planning and Community Development previously identified the following elements as common to Neighbourhood Houses. (Neighbourhood Houses are now managed by the Department of Human Services)

- Neighbourhood Houses aim to enhance the social and economic development of communities and run on principles of inclusive participation, community empowerment, life-long learning and active citizenship.
- Neighbourhood House programs aim to enhance the social and physical well-being of local communities by working with local residents to promote and develop their ability to be self-determining and self-reliant.

- Neighbourhood Houses are not for profit organisations where available funds are combined with a strong volunteer base to respond to community needs, aspirations and priorities. Each Neighbourhood House is a legal entity or auspiced by a legal entity with a formal membership base. Neighbourhood Houses are governed by voluntary committees of management.
- Neighbourhood Houses focus primarily, but not exclusively, on the geographic community in which the House is located.
- The Neighbourhood House role in local communities includes community education, advocacy, social action, networking with local agencies, information provision and gathering, opportunities for community management and social research and planning.

What Services do Neighbourhood Houses/Community Centres Provide?

- Relaxation, people to talk to, sharing of common interests and having fun.
- Information, skills development, affordable and supportive retaining and promotion of self-esteem for long-term unemployed.
- Support, referral and community education on problems such as family violence, grief and grieving, financial management, parenting, etc.
- Development of skills to encourage economic self-sufficiency.
- Adult literacy and numeracy.
- Health education and preventative programs.
- Computer education.
- Activities for children from pre-schoolers to teenagers.
- Activities and information for indigenous and ethnic groups.
- Integration of disabled and disadvantaged into community activities.

5. DEFINITIONS

Community

A group of people living in the same geographic location (locality, township or suburb) and/or a group of people having common interest and needs.

Neighbourhood House

Neighbourhood House organisations are known by a variety of names, including Community Houses, Community Centres, Neighbourhood Centres and Learning Centres. The defining attribute and common thread is that they are all not-for-profit organisations which focus on providing generalist activities, programs and services that respond to diverse community needs.

Neighbourhood Houses provide a place where members of the community are able to access support, information, learning opportunities and participate in social programs or in the operation and management of the House, as volunteers.

6. POLICY

It is Council policy to support Neighbourhood Houses in the following ways:

1. Provision of financial assistance via annual funding to the Neighbourhood Houses located within the Colac Otway Shire where funds are available within annual budgets.
2. Financial support to the Regional Neighbourhood House network provided via an annual funding amount where funds are available within annual budgets.
3. Where possible provision and maintenance of facilities at peppercorn rental according to the lease documentation.
4. Support to the individual committee of management in providing advice and information where requested.
5. Advocacy on behalf of committees and management of the Houses and the Neighbourhood House program.
6. Participation in Colac Otway Network of Community Houses to ensure a co-ordinated approach to addressing community needs.

Council recognises and supports the benefits to the community of Neighbourhood Houses in providing programs, services and venues for community development as well as avenues for informal support and opportunities for resident participation in the planning and delivery for services at a local level.

This policy recognises the ongoing community development role Neighbourhood Houses play at a local level and has been developed to provide guidance in the support of Neighbourhood Houses.

Council will work in partnership with committees of management to develop and resource local communities.

Support to Neighbourhood Houses has a dual benefit that underpins the concept of community building. It provides avenues for Council to communicate with and enhance local communities as well as enhancing the Neighbourhood Houses ability to work with local residents to meet their needs.

7. IMPLEMENTATION AND REVIEW

This policy will be reviewed in line with changing needs of the communities in the Colac Otway Shire, State Government Neighbourhood House Policy on a three year basis.

8. RELATED POLICIES/PROCEDURES/GUIDELINES

Neighbourhood House Co-ordination Program 2009/2012
Program Guidelines and Neighbourhood House Sector Information Guide
- *Department of Planning and Community Development.*

OM122501-8

SECOND QUARTER PERFORMANCE REPORT 2011-2012

AUTHOR:	Mark Gunning	ENDORSED:	Colin Hayman
DEPARTMENT:	Corporate & Community Services	FILE REF:	11/95772

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 Program and key operational areas for the first quarter of the financial year, ending 31 December 2011.

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 29 June 2011. Council adopted the budget for 2011/2012 including the Capital Works Program at the Council meeting held 29 June 2011.

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 2011/2012

Issues / Options**Council Plan Update**

The attached report provides Council with the second quarterly progress report as at 31 December 2011 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

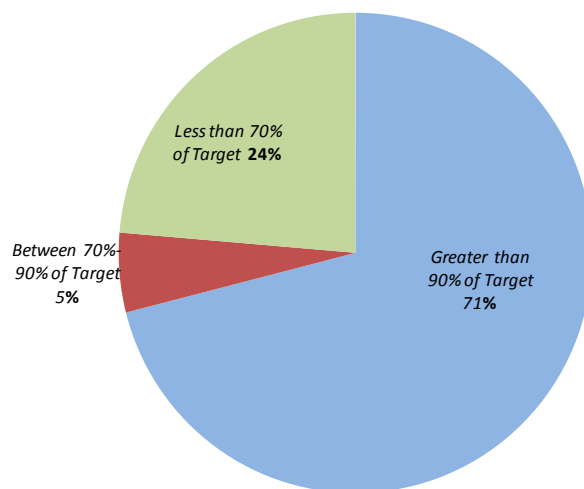
Each Key Result Area incorporates a number of Council Plan Strategies (what we want to achieve) and Key Actions (how we will do it). The Strategies and Key Actions are reviewed

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 131 Key Actions allocated for the 2011/12 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:

- 93 Actions at least 90% of target
- 7 Actions between 70% and 90% of target
- 31 Actions less than 70% of target

**Progress on Council Plan Key Actions
October – December 2011**



The majority of actions achieving less than 90% of target for the quarter do so because these projects are in the early stages and will progress in the second half of the year. Also included in this category are 11 actions that are designated 'No Progress'; 2 are due to commence in the next quarter, 3 are dependent on information from external bodies or grant monies before they can progress further and 6 have been deferred to the 2012/13 Budget process.

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 2011/12 Council Plan actions and indicates an overall result of over 80%.

As at 31 December 2011, the end of the second quarter, the organisation is on track to achieve a successful outcome for this financial year.

Capital Works Program Update

The capital works and major projects budget for the 2011/12 financial year is \$15.555 million of which \$13.031 million relates to capital asset works.

Through the monthly reporting, project managers have generally indicated that projects are mostly on track to be completed by June 2012, and that there are no identified major budget issues.

Three projects have been identified for deferral, which include the Timber Roads program and the Gellibrand Landfill Rehabilitation. Further details can be seen in the attached Deferral Report.

An additional unfunded project has also been included which is associated with necessary rehabilitation works on two (2) courts at the Eastern Reserve. This project has arisen due to surface imperfections following the reconstruction of the netball court precinct at Eastern Reserve. The resurfacing works have now been completed, with the actual total cost of the works being \$19,417. The final costs were well within the project estimate of \$25,000. The

total costs associated with the resurfacing is to be funded from savings within the Capital Works and Major Projects Program across the financial year.

Overall projects are progressing well and indicate that the majority of the projects should be completed by June 2012. To date there are 15 projects identified as behind schedule, however at this stage it is anticipated two (2) will not be completed within the financial year. These projects include the Refurbishment of Rae Street Office and the Tender and Acquisition of the Apollo Bay Harbour Dredge. Of these projects, the Tender and Acquisition of the Apollo Bay Harbour Dredge is fully funded by the Department of Transport. The Refurbishment of the Rae Street Office can only commence following the completion of the Sustainable Planning and Development Office Refurbishment. It is anticipated funds associated with the Rae Street Office Refurbishment will need to be carried over to the following financial year.

To date, total expenditure of the Capital Works and Major Projects program is at approximately \$4.917 million. While the level of expenditure is not high compared with the progress through the financial year, significant expenditure is forecast to occur during the construction period of December 2011 through March 2012.

**2011/12 Capital Works & Major Projects
Identified Deferral Projects & Unfunded Projects
Half Yearly Council Report – January 2012**

Project Name	Budget Allocation \$	Project Status	Comments	Council Funds to be reallocated	Proposed funding reallocation Project details
Timber Roads Program Pipeline Road Major Resheet	\$166,152 (Council contribution \$23,736)	Deferral	An application was made to the Better Roads funding program, of which the funding program would contribute 6/7 of the total project cost. The application was unsuccessful, and as such it is proposed to defer this project. Another application will be made for this project from the same funding source. It is proposed that if successful, this project be placed in next years Capital Works and Major Projects program.	\$23,736	No project has been identified. Surplus Council funds should be redistributed to Council's unsealed road renewal program, to enable additional works to be undertaken during the 2011/12 financial year.

Project Name	Budget Allocation \$	Project Status	Comments	Council Funds to be reallocated	Proposed funding reallocation Project details
Timber Roads Program Old Beech Forest Road Major Resheet	\$351,854 (Council contribution \$50,265)	Deferral	An application was made to the Better Roads funding program, of which the funding program would contribute 6/7 of the total project cost. The application was unsuccessful, and as such it is proposed to defer this project. Another application will be made for this project from the same funding source. It is proposed that if successful, this project be placed in next years Capital Works and Major Projects program.	\$50,265	No project has been identified. Surplus Council funds should be redistributed to Council's unsealed road renewal program, to enable additional works to be undertaken during the 2011/12 financial year.
Gellibrand Landfill Rehabilitation	\$231,702		Commencement of works had not fully commenced for the Gellibrand Landfill Rehabilitation, and due to budget deficit's identified for Margeno Landfill Rehabilitation, it was considered the unexpended budget allocated to Gellibrand should be relocated.	\$231,702	Funding to be reallocated to Marengo Landfill Rehabilitation, as per Council Resolution (Report OM112408-20 – Marengo Landfill Tender Evaluation.
Eastern Reserve Court Resurfacing	\$0	Unfunded New Project	Resurfacing work is required on two (2) courts at the Eastern Reserve. Previous attempts have not resulted in a satisfactory playing surface.	\$25,000	Funding to be sourced from savings within the Capital Works and Major Projects Program during the 2011/12 financial year.

Income Variation Report

Project Name	Income Budget Allocation \$	Project Status	Comments
Timber Roads Program Pipeline Road Major Resheet	\$142,416	Deferral	Council's budgeted income will need to be reduced due to the grant funding application being unsuccessful.

Project Name	Income Budget Allocation \$	Project Status	Comments
Timber Roads Program Old Beech Forest Road Major Resheet	\$301,589	Deferral	Council's budgeted income will need to be reduced due to the grant funding application being unsuccessful.

**CONTRACTS AWARDED AND TENDERS ADVERTISED
FOR OCTOBER 2011 TO DECEMBER 2011**

OCTOBER

Contracts Awarded

Contract No.	Description	Contractor	Value \$ (excluding GST)
1116	Bituminous Sealing Works	Inroads Pty Ltd	783,531
1118	J Barrys Road Bridge Design & Construct	VEC Civil Engineering Pty Ltd	391,181
1123	Linemarking Services	Southern Highway Services Pty Ltd	Schedule of Rates

Tenders Advertised

Tender No.	Description	Closing Date
1130	Supply & Deliver Tractor Drawn Mower	16/11/11
1131	Supply & Deliver Tractor Mounted Reach Arm Mower	16/11/11
1132	Supply & Deliver Dog Trailer	16/11/11

NOVEMBER

Contracts Awarded

Contract No.	Description	Contractor	Value \$ (excluding GST)
1134	Road Signs & Associated Products (Procurement Australia – 1407/0316)	Panel of Suppliers	Schedule of Rates

Tenders Advertised

Tender No.	Description	Closing Date
1120	Provision of Crushed Rock & Pavement Materials	7/12/11
1121	Expression of Interest – Colac Livestock Selling Centre Roof & Facilities – Design & Construct	7/12/11
1128	Engineering Consultancy Services	7/12/11
1133	Asphalt Works	7/12/11

DECEMBER**Contracts Awarded**

Contract No.	Description	Contractor	Value \$ (excluding GST)
1130	Supply & Deliver Tractor Drawn Mower	Windmill Ag	50,397
1131	Supply & Deliver Tractor Mounted Reach Arm Mower	International Mowers Pty Ltd	59,409.10 (inc trade-in \$9,090.90)
1132	Supply & Deliver Dog Trailer	Hercules Engineering Pty Ltd	68,950
1133	Asphalt Works	Econopave Asphalt Services Pty Ltd	220,529

Tenders Advertised

Tender No.	Description	Closing Date
No Tenders were advertised		

Proposal

That Council consider the report as detailed herein, receive the report as provided and endorse recommendations with respect to Capital Work projects.

Until Council is in a better position to understand the Net budget position later in the year, any decision on where the funding should be allocated should not be made until the Net financial position is clearer towards the end of the financial year. A business principle should also be established whereby any surplus Council funds (if any) are to be redistributed to similar Capital Works or Renewal programs and not be reallocated to new unrelated programs.

Financial and Other Resource Implications

Financial matters affecting the budget performance of Council are detailed in this report and the quarterly finance report.

Risk Management & Compliance Issues

This report meets the reporting and risk obligations of officers to Council.

Environmental and Climate Change Considerations

Applied in preparation of Council Plan and adoption of budgets.

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 selected would be inform as per statutory obligations when preparing Council Plan and Budget. This is a quarterly report that is for the information of Council.

Implementation

Council Plan and Budget are already implemented and operating.

Conclusion

This report has been compiled by the Organisational Support and Development Unit of Council with key information supplied from the Finance Unit and Infrastructure and Services Department of Council operations and reflects the performance to date against the annual plan, budget and targets set by Council for the first quarter of the 2011-2012 year.

Attachments

1. Council Plan Quarterly Report Oct-Dec 2011 35 Pages
2. Project Progress Gant Chart December 2011 2 Pages

Recommendation(s)

That Council receives the second quarter performance report 2011-2012.

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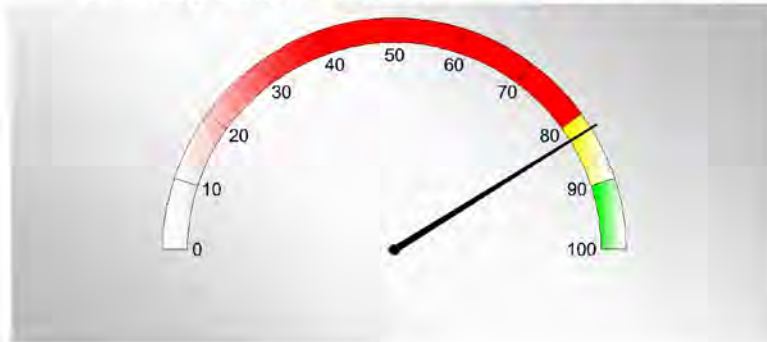


## ***Quarterly Council Plan Progress Report***

***Period:*** 01/10/11 - 31/12/11

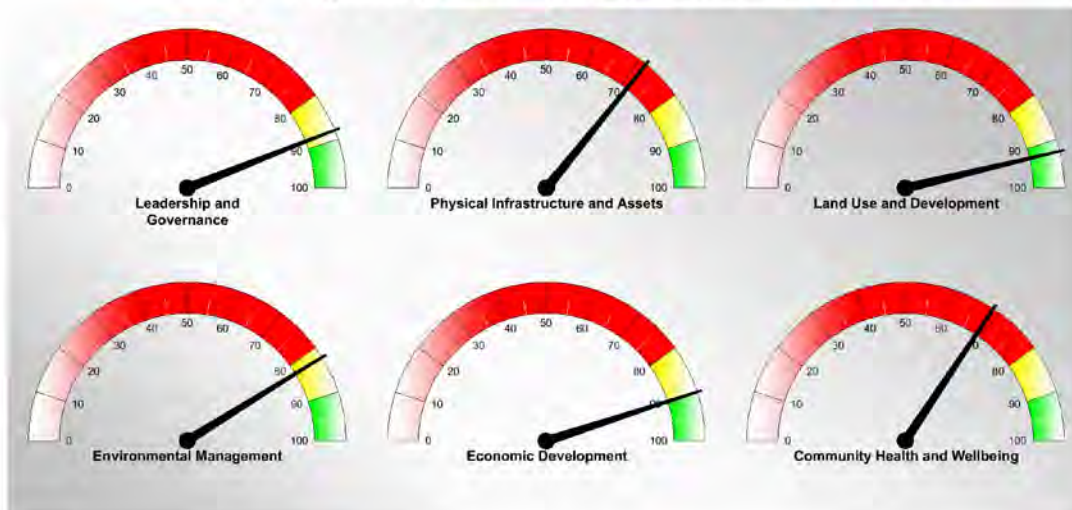


Quarterly Progress against Council Plan Actions



| Description                                          | Indicator                             |
|------------------------------------------------------|---------------------------------------|
| 131 Council Plan Actions reported on                 | <span style="color: green;">■</span>  |
| 93 Council Plan Actions at least 90% of target       | <span style="color: yellow;">■</span> |
| 7 Council Plan Actions between 70% and 90% of target | <span style="color: red;">■</span>    |
| 31 Council Plan Actions less than 70% of target      | <span style="color: red;">■</span>    |
| 0 Council Plan Actions with no target set & ongoing  | <span style="color: red;">■</span>    |

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          | 31                                   | 24                                    | 3                                         | 4                                      | 0                         | 0                      |
| 2. Physical Infrastructure and Assets | 19                                   | 12                                    | 2                                         | 5                                      | 0                         | 0                      |
| 3. Land Use and Development           | 20                                   | 18                                    | 0                                         | 2                                      | 0                         | 0                      |
| 4. Environmental Management           | 17                                   | 9                                     | 2                                         | 6                                      | 0                         | 0                      |
| 5. Economic Development               | 20                                   | 17                                    | 0                                         | 3                                      | 0                         | 0                      |
| 6. Community Health and Wellbeing     | 24                                   | 13                                    | 0                                         | 11                                     | 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 COMMENTS                                                                                                                                                                                                        | BUSINESS UNIT                              | COMP. 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.                                                                                                                                      | The Long Term Financial Plan will be reviewed as part of the 2012/13 Budget process.                                                                                                                                      | Corporate & Community Services GM's Office | 30/06/2012 | No Progress |
| <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.                                                                                                                        | Accommodation for the Sustainable Planning and Development Department tendered and due for completion in February 2012. Rae Street refurbishment planning completed.                                                      | Chief Executive Office                     | 30/06/2012 |             |
| <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.                                                                                                                                         | A 10 year program system has been developed. A review of current projects and new projects will be undertaken as part of the annual budget cycle.                                                                         | Capital Works                              | 30/06/2012 |             |
| <b>Council Plan Strategy:</b> 2.1.2 Implement and manage Colac Otway Shire's Road Management Plan.                                                                                                                                          |                                                                                                                                                                                                                           |                                            |            |             |
| 2.1.2.3 Continue active participation and involvement in the STEP Asset Management Program with the Municipal Association of Victoria.                                                                                                      | Continued participation in STEP Program. Focus over the last quarter has been the preparation of Service Plans and Asset Management Plans to meet the requirements of the National Asset Management Assessment Framework. | Sustainable Assets                         | 30/06/2012 |             |
| <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 (Oct to Dec)**

| ACTION                                                                                                                            | EXECUTIVE COMMENTS                                                                                                                                                                                                                                                                                                                                                                                                                                                                | BUSINESS UNIT                                  | COMP. DATE | PROGRESS |
|-----------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|------------|----------|
| 3.1.1.4 Finalise a Rural Living Strategy and implement findings.                                                                  | The Strategy was adopted by Council at its December meeting. Officers will prepare a planning scheme amendment for exhibition early in 2012.                                                                                                                                                                                                                                                                                                                                      | Planning & Building Services                   | 30/06/2012 |          |
| 3.1.1.5 Finalise and implement a car parking study for Colac & Apollo Bay.                                                        | The Strategy was adopted by Council at its December meeting. Officers will prepare a planning scheme amendment for exhibition early in 2012.                                                                                                                                                                                                                                                                                                                                      | Planning & Building Services                   | 30/06/2012 |          |
| <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.                                                                               | Council continues to undertake activities in accordance with the objectives and targets set in the Environment Strategy. A number of new initiatives that have recently started include incorporating sustainability principles into the new Sustainable Planning and Development Offices and a regional Climate Change project supported through a \$600,000 grant from the State Government. Council will review progress against all the targets in the strategy in June 2012. | Environment & Community Safety                 | 30/06/2012 |          |
| <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.                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                |            |          |
| 5.1.3.1 Develop a Master Plan to support the redevelopment of the Colac Central Business District streetscape and city entrances. | Consultation period ended and draft report revised, where appropriate, to recognise issues raised and input provided. Budget bids submitted to facilitate the next stage of the project, being detailed construction plans and an Urban Forest Study. This project has received strong community support and is proceeding extremely well.                                                                                                                                        | Sustainable Planning & Development GM's Office | 30/06/2012 |          |
| <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.                                                                                                                                                                                                                                                                                                          |                                                |            |          |

| Colac Otway Shire Council                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                   | QUARTERLY COUNCIL PLAN PROGRESS REPORT (Oct to Dec) |            |          |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|------------|----------|
| ACTION                                                                                                                                                                                                                                                                                             | EXECUTIVE COMMENTS                                                                                                                                                                                                                                | BUSINESS UNIT                                       | COMP. DATE | PROGRESS |
| 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.                                                                                                                   | Assisted with the wind up of Otways Tourism. Set plans in place for tourism development and internal SHire marketing for interim period till the regional tourism restructure is completed.                                                       | Economic Development                                | 30/06/2012 |          |
| <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.                                                                                                                                       |                                                     |            |          |
| 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. | An Expression of Interest has been submitted to the Regional Development Australia Fund for the Central Reserve Masterplan Implementation Project. Waiting on outcomes of previous applications for Central Reserve and Bluewater Fitness Centre. | Recreation, Arts and Culture                        | 30/06/2012 |          |
| <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.                                                                                                                              |                                                     |            |          |
| 6.1.3.22 Implement the Municipal Public Health Plan.                                                                                                                                                                                                                                               | A number of initiatives have commenced. These include embedding and enabling this plan into council processes, annual review training, aligning this plans' directions into the TLC3 and Advancing Country Towns projects and working with G21.   | Health and Community Services                       | 30/06/2012 |          |

### 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 COMMENTS                                                                                                                                                                                      | BUSINESS UNIT                              | COMP. 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> 1.1.1 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.                                                                                                                                                                                                                    | Governance Local Law has been reviewed. Other local laws are in the process of being reviewed and simplified where possible. A timeline has been developed for the review. A committee has been formed. | Corporate & Community Services GM's Office | 30/06/2012 |          |
| 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. | Work continues with the Regional Growth plan with stakeholder and community consultation phases complete.                                                                                               | Chief Executive Office                     | 30/06/2012 |          |
| 1.1.1.3 Review of Council's Policies.                                                                                                                                                                                                                                                | Council Policies are reviewed on an ongoing basis. Memo sent to staff seeking comments about status of policies.                                                                                        | Corporate & Community Services GM's Office | 30/06/2012 |          |
| <b>Council Plan Strategy:</b> 1.1.2 Improve community engagement to ensure open, accessible, transparent planning and decision making.                                                                                                                                               |                                                                                                                                                                                                         |                                            |            |          |
| 1.1.2.2 Review Council's Community Engagement Policy, Procedure and Toolkit to improve current processes of direct engagement with the community.                                                                                                                                    | Communications strategy completed by Warne marketing.                                                                                                                                                   | Chief Executive Office                     | 30/06/2012 |          |



| Colac Otway Shire Council                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | QUARTERLY COUNCIL PLAN PROGRESS REPORT (Oct to Dec) |            |          |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|------------|----------|
| ACTION                                                                                                                                                                                       | EXECUTIVE COMMENTS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | BUSINESS UNIT                                       | COMP. DATE | PROGRESS |
| 1.1.2.3 Conduct community forums throughout the Shire.                                                                                                                                       | Community forums held on a diverse range of planning issues including Apollo Bay Harbour development, Open Space Strategy, Rural Living Strategy and Colac Central Business District (CBD) and entrances project. Consultation processes have continued on these projects, as well as the Apollo Bay growth /structure plan.                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Chief Executive Office                              | 30/06/2012 |          |
| <b>Council Plan Strategy:</b>                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 1.1.3 Provide responsible financial management.     |            |          |
| 1.1.3.1 Facilitate a strategic and integrated approach for grants applications to reduce Council's matching contribution from other than rate revenue.                                       | The Grants Officer and Manager Economic Development have met with Department of Planning and Community Development (DPCD) to discuss new grant procedures. The process will now take between 12 and 16 weeks. There is approximately half the amount in the region as we are used to in the pool of State Government funds. The process is all directed through the one contact for all local government grants in economic development, arts recreation and culture, planning and health and community services. This places all of these departments in competition with each other as well as with external bodies. DPCD also now accepts applications direct from community groups and business groups. The outcomes is that there will be less grants to Colac Otway Shire. | Economic Development                                | 30/06/2012 |          |
| 1.1.3.3 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. | Two (2) Audit Committee meetings have been held which included the acceptance by the committee of the revised Memorandum of Audit Planning for each internal audit for the year and 2010-2011 Financial Statements.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Finance & Customer Service                          | 30/06/2012 |          |

| Colac Otway Shire Council                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                               | QUARTERLY COUNCIL PLAN PROGRESS REPORT (Oct to Dec)                   |            |                                                                                       |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|------------|---------------------------------------------------------------------------------------|
| ACTION                                                                                                                                                          | EXECUTIVE COMMENTS                                                                                                                                                                                                                                                                                                                                                                            | BUSINESS UNIT                                                         | COMP. DATE | PROGRESS                                                                              |
| 1.1.3.4 Develop a ten year financial plan that is integrated with Council's Asset Management Strategy.                                                          | The Long Term Financial Plan will be reviewed as part of the 2012/13 Budget process.                                                                                                                                                                                                                                                                                                          | Corporate & Community Services GM's Office                            | 30/06/2012 | No Progress                                                                           |
| 1.1.3.9 Ensure Council's asset and financial systems meet the National Financial Reporting Framework standards required by the Federal Government by June 2012. | Project has commenced to prepare specifications for Council's Corporate Asset Management System (CAMS), and to review and prepare Council's existing asset data. Council has also committed to active participation in a national asset management special interest group.                                                                                                                    | Finance & Customer Service                                            | 30/06/2012 |    |
| <b>Council Plan Strategy:</b>                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                               | 1.1.4 Continuously improve the services directly provided by Council. |            |                                                                                       |
| 1.1.4.1 Improve Council's Customer Service capability to increase customer satisfaction.                                                                        | Customer Service activities of the organisation continue to be reviewed against the accepted Customer Service policies and frameworks. Further benchmarking activities on best practice in customer service are also being undertaken.                                                                                                                                                        | Finance & Customer Service                                            | 30/06/2012 |    |
| 1.1.4.2 Actively promote the delivery of responsive customer service across the organisation.                                                                   | Customer Service activities of the organisation continue to be reviewed against the accepted Customer Service standards. The significant upgrade of Council's Customer Request Management system, MERIT, and the implementation of Council's Information Management System, TRIM, have the potential to significantly improve the responsiveness of customer service across the organisation. | Finance & Customer Service                                            | 30/06/2012 |  |

Colac Otway Shire Council **QUARTERLY COUNCIL PLAN PROGRESS REPORT (Oct to Dec)**

| ACTION                                                                                                       | EXECUTIVE COMMENTS                                                                                                                                                                                                                                                                                                                                                                                                                                 | BUSINESS UNIT                                                                                                                                | COMP. DATE | PROGRESS                                                                            |
|--------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|------------|-------------------------------------------------------------------------------------|
| 1.1.4.3 Carry out continuous improvement reviews on Council operations and implement the prescribed actions. | The Business Excellence organisational self-assessment exercise has been completed, with the 7 Categories teams presenting their findings prioritised into their top 2-5 issues. The management group will now discuss and select 4-6 issues as projects to work on over the next 12 months. Work also continues by the Organisational Systems Improvement Committee on the development and cataloguing of Service Levels within the organisation. | Organisational Support and Development                                                                                                       | 30/06/2012 |  |
| <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. |            |                                                                                     |





| Colac Otway Shire Council                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | QUARTERLY COUNCIL PLAN PROGRESS REPORT (Oct to Dec) |            |          |
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| ACTION                                                                                                            | EXECUTIVE COMMENTS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | BUSINESS UNIT                                       | COMP. DATE | PROGRESS |
| 1.1.5.1 Advocate and influence the development of water authorities' water supply demand policies and strategies. | <p>A regulatory Reference Group, consisting of representatives from the Department of Sustainability and Environment (DSE), Council, Barwon Water and the community, has been established to investigate the Wye River and Separation Creek septic problems. The group has met on a number of occasions to review progress. Barwon Water has commissioned a study to investigate the implementation of a Sewerage Scheme, and has produced a draft report on various options. A further meeting with DSE and Barwon Water occurred on 24 December in relation to the long term management of Wye River and Separation Creek Sewerage Scheme.</p> <p>Further discussions are continuing with key stakeholders regarding the long term solution and the development of an appropriate system, to deal with the challenging environment and constraints. Council previously considered this matter at its 23 February 2011 meeting and wrote to the Minister for Water asking for assistance to resolve the issue. The Minister advised that his department is now involved in finding a suitable solution and will determine the best way forward. This matter is progressing and parties have been meeting to work their way through the various issues.</p> | Infrastructure & Services GM's Office               | 30/06/2012 |          |



| Colac Otway Shire Council                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                | QUARTERLY COUNCIL PLAN PROGRESS REPORT (Oct to Dec)      |            |          |
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| 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.                                                                                   | Participated in project Belenus exercise at Warrnambool, achieved extended employment period for funded Emergency position until end June 2014 in discussions with Fire Services Commissioner and Office of Local Government. Continued participation in the Municipal Association of Victoria's Shared Services Group and deputy chair of Regional Integrated Emergency Management Committee. | Sustainable Planning & Development GM's Office           | 30/06/2012 |          |
| 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. Actively support Australian Rural Roads Group. | Continued advocacy through the Australian Rural Roads Group, and representation to local Ministers and Members of Parliament at the Federal and State level.                                                                                                                                                                                                                                   | Chief Executive Office                                   | 30/06/2012 |          |
| 1.1.5.3 Advocate for appropriate State and Federal Government funding for community priorities.                                                                                                       | Actively promoting Council project priorities through G21 and the Great South Coast (GSC) group of Councils. Lobbying has continued with regular meetings with Federal member Darren Cheeseman and with State members of parliament on a 3 monthly basis at least.                                                                                                                             | Chief Executive Office                                   | 30/06/2012 |          |
| 1.1.5.4 Participate in G21 and Great South Coast resource sharing forums and negotiations on regional strategic objectives.                                                                           | Very active participation in both forums.                                                                                                                                                                                                                                                                                                                                                      | Chief Executive Office                                   | 30/06/2012 |          |
| <b>Council Plan Strategy:</b>                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                | 1.1.6 Attract and retain quality staff.                  |            |          |
| 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 continues to actively promote employment with Local Government. In this quarter we hosted four Deakin students in work placement with Council as part of degree courses to further promote the employment opportunities available in Local Government.                                                                                                                                 | Organisational Support and Development                   | 30/06/2012 |          |
| <b>Council Plan Strategy:</b>                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                | 1.1.7 Provide a fair, safe and healthy work environment. |            |          |

Colac Otway Shire Council **QUARTERLY COUNCIL PLAN PROGRESS REPORT (Oct to Dec)**



| ACTION                                                                                                                                                      | EXECUTIVE COMMENTS                                                                                                                                                                                                                                                                                                                                                                                                  | BUSINESS UNIT                                                                | COMP. DATE | PROGRESS |
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| 1.1.7.1 Review Council Offices and Staff Accommodation to ensure appropriate space is provided to accommodate staff.                                        | Accommodation for the Sustainable Planning and Development Department tendered and due for completion in February 2012. Rae Street refurbishment planning completed.                                                                                                                                                                                                                                                | Chief Executive Office                                                       | 30/06/2012 |          |
| 1.1.7.4 Enhance and implement the corporate occupational health and safety systems (SafetyMap) and ensure ongoing compliance with all relevant regulations. | The Safety Map audit was conducted in October with strong results recorded again for Council. Action plans are being prepared to address corrective action reports and observations noted in the audit.                                                                                                                                                                                                             | Organisational Support and Development                                       | 30/06/2012 |          |
| <b>Council Plan Strategy:</b>                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                     | 1.1.8 Continuously improve operational systems, processes and minimise risk. |            |          |
| 1.1.8.2 Develop and implement Council's Information Services disaster recovery environment.                                                                 | This is an ongoing program. The network switch renewal activity is the current action which fits into this program. The switch renewal is going well, it is on schedule and is currently in the equipment implementation phase.                                                                                                                                                                                     | Information Services                                                         | 30/06/2012 |          |
| 1.1.8.2 Seek opportunities for sharing of resources and expertise across the region.                                                                        | Actively pursued collaborative approaches through G21 and the Great South Coast (GSC) group of Councils as well as through the Municipal Association of Victoria (MAV).                                                                                                                                                                                                                                             | Chief Executive Office                                                       | 30/06/2012 |          |
| 1.1.8.3 Implement Council's Information Communication Technology strategic plan.                                                                            | The strategic plan has been reviewed to ensure the activities programmed for the 2012/13 financial year are correct in terms of both timing and the expected outcomes. The initiatives requiring project funding in 12/13 have had budget bids submitted as part of the budget process. The projects funded as part of the 2011/12 financial year are on schedule to be completed within the allocated time frames. | Information Services                                                         | 30/06/2012 |          |
| 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 in 2011 and all required actions to update procedures are underway.                                                                                                                                                                                                                                                                                                   | Organisational Support and Development                                       | 30/06/2012 |          |





| Colac Otway Shire Council                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | QUARTERLY COUNCIL PLAN PROGRESS REPORT (Oct to Dec)                                                         |            |             |
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| ACTION                                                                                                                                                                                            | EXECUTIVE COMMENTS                                                                                                                                                                                                                                                                                                                                                                                                                                               | BUSINESS UNIT                                                                                               | COMP. DATE | PROGRESS    |
| 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.                                | Prince2@ Project Management Methodology Project is well underway with the Project Board approving the project brief and work has commenced on the implementation products relating to this project. The Systems and processes team has successfully overseen the implementation of TRIM, an Electronic Document and Record Management System, in September and continues to monitor the introduction of the Business Excellence Framework into the organisation. | Organisational Support and Development                                                                      | 30/06/2012 |             |
| <b>Council Plan Strategy:</b>                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 1.1.9 Communicate regularly, effectively and honestly with the community.                                   |            |             |
| 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 catch-ups and media releases conducted.                                                                                                                                                                                                                                                                                                                                                                                                            | Chief Executive Office                                                                                      | 30/06/2012 |             |
| 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.                               | No funds allocated for this project. Website kept up-to-date but in need of major work.                                                                                                                                                                                                                                                                                                                                                                          | Chief Executive Office                                                                                      | 30/06/2012 | No Progress |
| <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.   | Municipal Emergency Management Plan workshop conducted on 14 December and will go to Council workshop on 21 December for endorsement by Council to go out for community consultation for 6 weeks. The Municipal Emergency Coordination Centre exercise was conducted on 16 December, with an Emergency Evacuation drill held at Lavers Hill.                                                                                                                     | Sustainable Planning & Development GM's Office                                                              | 30/06/2012 |             |




Colac Otway Shire Council **QUARTERLY COUNCIL PLAN PROGRESS REPORT (Oct to Dec)**

| ACTION                                                  | EXECUTIVE COMMENTS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | BUSINESS UNIT                  | COMP. DATE | PROGRESS                                                                            |
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| 1.1.10.6 Implement the Domestic Animal Management Plan. | The Animal Registration process has been undertaken in a timely and professional manner. At the conclusion of the 2010 registration year we had 1,310 cats and 4,134 dogs registered. At this stage for 2011 we have 1,525 cats and 4,926 dogs registered. This is an increase of 1,005 registered animals - approx 20%. Most notable is the increase in dog registrations, by 792. Council will continue to try and register more animals next year but this increase is a significant improvement that fulfils the expectations of the Domestic Animal Management Plan. | Environment & Community Safety | 30/06/2012 |  |
| 1.1.10.7 Implement the Municipal Fire Prevention Plan.  | Activities have been undertaken in line with the requirements of the Municipal Fire Prevention Plan. Courtesy letters were sent out in early November and the inspections have been undertaken in a timely manner. The Draft Municipal Fire Management Plan was endorsed by the relevant committees for release to the public. Further community engagement will be undertaken throughout summer.                                                                                                                                                                         | Environment & Community Safety | 30/06/2012 |  |





Colac Otway Shire Council **QUARTERLY COUNCIL PLAN PROGRESS REPORT (Oct to Dec)**

| ACTION                                                                                                                                                                     | EXECUTIVE COMMENTS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | BUSINESS UNIT                  | COMP. DATE | PROGRESS                                                                              |
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| 1.1.10.8 Establish integrated fire management practices and endorse Township Protection Plans and Neighbourhood Safer Places where appropriate.                            | Council continues to work closely with relevant agencies to enable integrated fire management practices to be realised. Council plays an active role in the Regional Fire Management Planning Committee and the Municipal Fire Management Planning Committee to ensure this continues to be improved over time. Council provided input to the development of a Draft Regional Fire Management Plan and also obtained endorsement of a Draft Municipal Fire Management Plan. Council has worked with the Country Fire Authority (CFA) on reviewing, updating and developing 13 Township Protection Plans and continues to work hard to identify, assess and where possible, designate Neighbourhood Safer Places. Although no Neighbourhood Safer Places have been designated in the region to date, a number of sites are expected to be designated in 2012. | Environment & Community Safety | 30/06/2012 |    |
| <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 Project funds have been allocated and project plans completed. Works will commence in early 2012 when contractors are available.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Economic Development           | 30/06/2012 |  |
| 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. | Work continues on the development of the Building Asset Management Plan. Data structure has been finalised for the Building Asset Group in preparation for programmed inspections.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Sustainable Assets             | 30/06/2012 |  |



| Colac Otway Shire Council                                                                                                              |                                                                                                                                                                                                                           | QUARTERLY COUNCIL PLAN PROGRESS REPORT (Oct to Dec)                                            |            |             |  |
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| ACTION                                                                                                                                 | EXECUTIVE COMMENTS                                                                                                                                                                                                        | BUSINESS UNIT                                                                                  | COMP. DATE | PROGRESS    |  |
| 2.1.1.4 Develop a 10 year capital works and major projects program according to adopted priorities.                                    | A 10 year program system has been developed. A review of current projects and new projects will be undertaken as part of the annual budget cycle.                                                                         | Capital Works                                                                                  | 30/06/2012 |             |  |
| 2.1.1.5 Review the 10 year capital works and major projects program annually.                                                          | The 10 year program is currently being reviewed with new projects being included.                                                                                                                                         | Capital Works                                                                                  | 30/06/2012 |             |  |
| <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 report has been presented to Council for endorsement to proceed to the public comment phase. Public comments have closed, and the strategy is being finalised for presentation to Council.                        | Capital Works                                                                                  | 30/06/2012 |             |  |
| 2.1.2.2 In line with the Road Management Act 2004 requirements, review and update Colac Otway Shire's Road Management Plan.            | A formal review of Council's Road Management Plan is due by June 2013. Road standards are being reviewed at present to ensure alignment with the Infrastructure Design Manual.                                            | Sustainable Assets                                                                             | 30/06/2013 |             |  |
| 2.1.2.2 Review and implement the Strategic Footpath Plan for Apollo Bay.                                                               | The review of the Apollo Bay Footpath Plan will commence in January 2012.                                                                                                                                                 | Capital Works                                                                                  | 30/06/2012 | No Progress |  |
| 2.1.2.3 Continue active participation and involvement in the STEP Asset Management Program with the Municipal Association of Victoria. | Continued participation in STEP Program. Focus over the last quarter has been the preparation of Service Plans and Asset Management Plans to meet the requirements of the National Asset Management Assessment Framework. | Sustainable Assets                                                                             | 30/06/2012 |             |  |
| <b>Council Plan Strategy:</b>                                                                                                          |                                                                                                                                                                                                                           | 2.1.3 Manage Council's buildings and facilities in a responsible, safe and sustainable manner. |            |             |  |
| 2.1.3.1 Develop a Land Rationalisation Program for land surplus to Council needs.                                                      | This program is not proposed to commence in the current financial year.                                                                                                                                                   | Infrastructure & Services GM's Office                                                          | 30/06/2013 | No Progress |  |

| Colac Otway Shire Council                                                                                                                         |                                                                                                                                                                                                                                                                                | QUARTERLY COUNCIL PLAN PROGRESS REPORT (Oct to Dec)                                     |            |             |
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| ACTION                                                                                                                                            | EXECUTIVE COMMENTS                                                                                                                                                                                                                                                             | BUSINESS UNIT                                                                           | COMP. DATE | PROGRESS    |
| 2.1.3.2 Develop a Building Rationalisation Program for buildings surplus to Council needs.                                                        | A building asset register has commenced. This is the first step in developing a Building Rationalisation Program. Work is in progress and a detailed register is expected to be finalised in early February 2012, which will enable a rationalisation program to be developed. | Infrastructure & Services GM's Office                                                   | 30/06/2012 |             |
| 2.1.3.2 Develop Building Assets Management Plan and implement according to adopted priorities.                                                    | Continued development of draft Plan. Data structure and asset categorisation has been finalised for the Building Asset Group in preparation for formal programmed inspections.                                                                                                 | Sustainable Assets                                                                      | 30/06/2012 |             |
| <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.                                                                 | Completed.                                                                                                                                                                                                                                                                     | Chief Executive Office                                                                  | 30/06/2012 |             |
| 2.1.4.1 Advocate for strategic transport initiatives.                                                                                             | Ongoing advocacy for Strategic Transport initiatives is continuing with the Great Ocean Road upgrade now placed on the G21 Transport Priority list, together with the upgrade to rail services for the Warrnambool line. Matter is a regular item on the G21 Agenda.           | Infrastructure & Services GM's Office                                                   | 30/06/2012 |             |
| 2.1.4.2 Advocate for further improvements to the Princes Highway from Colac to the South Australian border.                                       | Completed.                                                                                                                                                                                                                                                                     | Chief Executive Office                                                                  | 30/06/2012 |             |
| 2.1.4.2 In partnership with regional councils and VicRoads develop and implement a Road Safety Plan and Council approved road safety initiatives. | Road Safety Plan previously developed. Will be reviewed later in the financial year. Not scheduled or started at present.                                                                                                                                                      | Infrastructure & Services GM's Office                                                   | 30/06/2013 | No Progress |






| Colac Otway Shire Council                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                   | QUARTERLY COUNCIL PLAN PROGRESS REPORT (Oct to Dec) |            |             |
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| ACTION                                                                                                                                                         | EXECUTIVE COMMENTS                                                                                                                                                                                                                                                                                                                | BUSINESS UNIT                                       | COMP. DATE | PROGRESS    |
| 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. | The Community Reference Group has met a number of times and has now determined the 10 routes for further investigation. Significant work has been carried out by the Consultant to-date, with a more detailed analysis anticipated towards the end of February to review the 4 options for detailed analysis.                     | Infrastructure & Services GM's Office               | 30/06/2012 |             |
| 2.1.4.4 Advocate for improved commuter Rail Services and safe Railway Crossings.                                                                               | Both Rail Safety Interface Agreements have now been signed, and this component has now been completed. Council will continue to advocate for improved commuter rail services through the G21 network.                                                                                                                             | Infrastructure & Services GM's Office               | 30/06/2012 |             |
| 2.1.4.5 Implement the parts of the G21 Transport Plan relevant to Colac Otway Shire.                                                                           | General Manager Infrastructure and Services attends all meetings of G21 and advocates for transport initiatives. In addition GM has been involved in the development of a tender document for the G21 Public Transport Strategy, for discussion with the Department of Transport to progress.                                     | Infrastructure & Services GM's Office               | 30/06/2012 |             |
| <b>Council Plan Strategy:</b>                                                                                                                                  | 2.1.5 Ensure environmental risks are adequately addressed for Council infrastructure works, including impacts of climate change.                                                                                                                                                                                                  |                                                     |            |             |
| 2.1.5.2 Develop a proposed long term management response to sea level rise for Council assets.                                                                 | This is a Planning requirement that cannot be completed until the Coastal Review Board has completed its study. Based on that information further work will be carried out. This is a long-term proposal which is outside the control of Council. It will be reviewed as issues arrive and further information becomes available. | Infrastructure & Services GM's Office               | 30/06/2012 | No Progress |
| <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 (Oct to Dec)**

| ACTION                                                                                                     | EXECUTIVE COMMENTS                                                                                                                                                                                                                                                                                                                           | BUSINESS UNIT                | COMP. DATE | PROGRESS |
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| 3.1.1.2 Advocate to have Colac Otway Shire included in the State Government urban land monitoring program. | The State Government has agreed to include Colac Otway Shire in the urban land monitoring program and is in the process of finalising maps of residential and commercial land supply for the Shire.                                                                                                                                          | Planning & Building Services | 30/06/2012 |          |
| 3.1.1.3 Advocate for more detailed mapping of the Erosion Management Overlay by State Government.          | The need for better mapping of the Erosion Management Overlay has been expressed in a number of forums in recent years and most recently in the submission to the State Government concerning the Planning System reform enquiry.                                                                                                            | Planning & Building Services | 30/06/2012 |          |
| 3.1.1.4 Finalise a Rural Living Strategy and implement findings.                                           | The Strategy was adopted by Council at its December meeting. Officers will prepare a planning scheme amendment for exhibition early in 2012.                                                                                                                                                                                                 | Planning & Building Services | 30/06/2012 |          |
| 3.1.1.5 Finalise and implement a car parking study for Colac & Apollo Bay.                                 | The Strategy was adopted by Council at its December meeting. Officers will prepare a planning scheme amendment for exhibition early in 2012.                                                                                                                                                                                                 | Planning & Building Services | 30/06/2012 |          |
| 3.1.1.6 Finalise and implement Birregurra and Forrest Structure Plans.                                     | The Forrest Structure Plan was adopted by Council at the August 2011 meeting. The Birregurra Structure Plan was deferred by Council in December 2010 to enable a Neighbourhood Character Study to be undertaken prior to its finalisation. A draft Issues Analysis Paper was released for public comment in October for the Character Study. | Planning & Building Services | 30/06/2012 |          |



Colac Otway Shire Council **QUARTERLY COUNCIL PLAN PROGRESS REPORT (Oct to Dec)**




| ACTION                                                                                                                                                                    | EXECUTIVE COMMENTS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | BUSINESS UNIT                                                                                                                      | COMP. DATE | PROGRESS                                                                              |
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| 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.            | Officers have conducted an extended community engagement process over the course of 2011 to improve the community's understanding of the Master Plan prior to commencing the amendment process. Council has considered the results of an independent telephone questionnaire conducted to gauge community support for the project, and has requested further information before proceeding. There has been a significant delay to the planning scheme amendment process, necessitating a further request to Department of Planning and Community Development (DPCD) to vary the project milestones. | Planning & Building Services                                                                                                       | 30/06/2014 |    |
| <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. |            |                                                                                       |
| 3.1.2.1 Work with State Government to develop appropriate planning controls that respond to predicted sea level rise.                                                     | Participating on Otway Coast Foreshore Committee as a ministerial appointed representative. Ongoing active participation in a range of climate change activities and approved attendance at the National Seachange Taskforce conference in Tasmania in March next year by Manager Planning and Building.                                                                                                                                                                                                                                                                                            | Sustainable Planning & Development GM's Office                                                                                     | 30/06/2012 |  |
| 3.1.2.2 Advocate for State Government funding to undertake more detailed local area mapping of low lying areas along the coast to assist with climate change initiatives. | Council has made a submission to the Victorian Coastal Council supporting the detailed mapping of low lying coastal areas. Continue to advocate in this regard.                                                                                                                                                                                                                                                                                                                                                                                                                                     | Sustainable Planning & Development GM's Office                                                                                     | 30/06/2012 |  |
| <b>Council Plan Strategy:</b>                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 3.1.3 Ensure all Council land use plans and strategies are current and responsive.                                                 |            |                                                                                       |







| Colac Otway Shire Council                                                                                |                                                                                                                                                                                                                                                                                                                                          | QUARTERLY COUNCIL PLAN PROGRESS REPORT (Oct to Dec) |            |             |
|----------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|------------|-------------|
| ACTION                                                                                                   | EXECUTIVE COMMENTS                                                                                                                                                                                                                                                                                                                       | BUSINESS UNIT                                       | COMP. DATE | PROGRESS    |
| 3.1.3.3 Regularly update and improve the Colac Otway Planning Scheme through Planning Scheme amendments. | A request has been sent to the Planning Minister to approve a fast track amendment to fix a range of anomalies in the Planning Scheme and introduce updated Erosion Management Overlay mapping. Officers are preparing Amendment C65 which address a range of matters including follow up items to Amendment C55.                        | Planning & Building Services                        | 30/06/2012 |             |
| 3.1.3.4 Prepare a Commercial Strategy for Colac.                                                         | This project has not yet been funded by Council. A budget request will be considered in the 2012/13 budget process.                                                                                                                                                                                                                      | Planning & Building Services                        | 30/06/2012 | No Progress |
| 3.1.3.5 Undertake a review of the settlement boundary and urban design for Apollo Bay.                   | The consultant has produced a final report for consideration by Council early in 2012 following submissions received to the draft report.                                                                                                                                                                                                | Planning & Building Services                        | 30/06/2012 |             |
| 3.1.3.6 Undertake a Neighbourhood Character Study for Birregurra.                                        | The Issues Paper was released for public exhibition in October, and the consultant is close to finalising a draft Study report for consideration by Council early in 2012.                                                                                                                                                               | Planning & Building Services                        | 30/06/2012 |             |
| <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.             | Officers are reviewing compliance of Council owned buildings with Essential Safety requirements after an audit in 2009, which has resulted in a program of measures to address non-compliance. A policy is being developed for auditing of private buildings and a trail audit of high priority privately owned buildings has commenced. | Planning & Building Services                        | 30/06/2012 |             |

| Colac Otway Shire Council                                                                                                                                                  |                                                                                                                                                                                                                                                                                   | QUARTERLY COUNCIL PLAN PROGRESS REPORT (Oct to Dec)                                                                             |            |          |
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| ACTION                                                                                                                                                                     | EXECUTIVE COMMENTS                                                                                                                                                                                                                                                                | BUSINESS UNIT                                                                                                                   | COMP. DATE | PROGRESS |
| 3.1.4.3 Implement mechanisms to improve knowledge of building and planning requirements/ responsibilities.                                                                 | A quarterly stakeholder newsletter was initiated in July 2011, advising regular planning and building permit applicants of current initiatives and policy changes. A range of planning information sheets and brochures have been completed and will be used from 1 January 2012. | Planning & Building Services                                                                                                    | 30/06/2012 |          |
| <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.                          | The development of a procedures manual for planning processes has been progressing steadily, with particular emphasis on procedures for subdivision, enforcement and strategic planning over recent months.                                                                       | Planning & Building Services                                                                                                    | 30/06/2012 |          |
| 3.1.5.2 Prepare and develop a more comprehensive Information Kit on building and planning application requirements.                                                        | A series of information checklists and brochures have been developed to increase awareness of Council information requirements regarding planning permit applications and related processes.                                                                                      | Planning & Building Services                                                                                                    | 30/06/2012 |          |
| 3.1.5.3 Provide improved access to building and planning information on Council's website.                                                                                 | Revised material for the website has been developed and implemented, significantly improving the availability of planning and building information.                                                                                                                               | Planning & Building Services                                                                                                    | 30/06/2012 |          |
| <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. | Council has advocated for improved mapping of acid sulfate soils. This issue was raised in the recent submission to the State Government in relation to the review of the Planning system.                                                                                        | Planning & Building Services                                                                                                    | 30/06/2012 |          |
| 3.1.6.3 Introduce a Salinity Management Overlay to affected areas.                                                                                                         | Council resolved in 2009 to proceed with an amendment subject to receipt of revised mapping from the Corangamite Catchment Management Authority. The mapping is yet to be received, therefore the amendment has not yet progressed to public exhibition.                          | Planning & Building Services                                                                                                    | 30/06/2013 |          |






| Colac Otway Shire Council                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | QUARTERLY COUNCIL PLAN PROGRESS REPORT (Oct to Dec)                                                                                                       |            |                                                                                       |
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| ACTION                                                                                                                                                            | EXECUTIVE COMMENTS                                                                                                                                                                                                                                                                                                                                                                                                                                                                | BUSINESS UNIT                                                                                                                                             | COMP. DATE | PROGRESS                                                                              |
| 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. | Officers have actively participated in workshops with the Municipal Association of Victoria (MAV) and the Department of Planning and Community Development (DPCD) regarding the new bushfire provisions developed and introduced by the State Government on 18 November 2011. Officers are currently developing a scope of works to improve local policy for bushfire planning using the \$120,000 government grant.                                                              | Planning & Building Services                                                                                                                              | 30/06/2012 |    |
| <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.                                                                                                               | Council continues to undertake activities in accordance with the objectives and targets set in the Environment Strategy. A number of new initiatives that have recently started include incorporating sustainability principles into the new Sustainable Planning and Development Offices and a regional Climate Change project supported through a \$600,000 grant from the State Government. Council will review progress against all the targets in the strategy in June 2012. | Environment & Community Safety                                                                                                                            | 30/06/2012 |    |
| 4.1.1.3 Development of annual Action Plans for the Environment Program.                                                                                           | Actions are being undertaken in accordance with Environment Action Plan. Recent activities include, weed control on Council managed land, revegetation works around Lake Colac, installation of solar hot water systems and the development of new prescriptions for Timber Harvesting operations.                                                                                                                                                                                | Environment & Community Safety                                                                                                                            | 30/06/2012 |  |
| <b>Council Plan Strategy:</b>                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 4.1.2 Ensure the protection and enhancement of environmental values on Council owned and managed land.                                                    |            |                                                                                       |

| Colac Otway Shire Council                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | QUARTERLY COUNCIL PLAN PROGRESS REPORT (Oct to Dec)                                      |            |                                                                                       |
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| ACTION                                                                                                                                                                  | EXECUTIVE COMMENTS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | BUSINESS UNIT                                                                            | COMP. DATE | PROGRESS                                                                              |
| 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. | Actions are being implemented in line with existing management plans (e.g. Lake Colac and Barongarook Creek) and new management plans are being finalised for Beeac Cemetery, Red Rock and number of other areas of high conservation value that Council are responsible for.                                                                                                                                                                                                                                                 | Environment & Community Safety                                                           | 30/06/2012 |    |
| 4.1.2.2 Continue to implement the Lake Colac Management Plan and the Re-vegetation and Weed Control Master Plan.                                                        | Works continue to be undertaken in accordance with the Lake Colac and Barongarook Revegetation and Weed Control Plan. Recent activities include further planting along on the Lake foreshore and weed control in areas where revegetation has been done in recent years. An investigation has started on how the section of the creek between the Chapel Street Bridge and the Caravan Park should be managed. The investigation will include engagement with the local community to ensure they are involved in the process. | Environment & Community Safety                                                           | 30/06/2012 |    |
| <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.                             | Amendment documents have been prepared to enable exhibition of the amendment to implement controls that reflect the latest biodiversity mapping. The project has been deferred until 2012-13 after a review of the strategic planning work program.                                                                                                                                                                                                                                                                           | Planning & Building Services                                                             | 30/06/2013 |  |
| 4.1.3.2 Continue to carry out audits of forestry operations on private land.                                                                                            | The local Timber Harvesting Prescriptions have been reviewed and updated. The changes primarily relate to matters addressed in the recent review of the code of practice for Timber Harvesting on Private Land and will be sent to key industry stakeholders early in 2012 once they are endorsed by Council's Executive Team.                                                                                                                                                                                                | Environment & Community Safety                                                           | 30/06/2012 |  |






Colac Otway Shire Council **QUARTERLY COUNCIL PLAN PROGRESS REPORT (Oct to Dec)**

| ACTION                                                                                                                                   | EXECUTIVE COMMENTS                                                                                                                                                                                                                                                                                                                                                                                                                                                       | BUSINESS UNIT                                                                                                                                                                | COMP. DATE        | PROGRESS                                                                              |
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| <p>4.1.3.3 Continue to raise the awareness of private landholders on their responsibilities in relation to the environment.</p>          | <p>The Environment Unit has undertaken an extensive review of the relevant pages on the Council Website to ensure the information is clear, concise and accurate. Council is working with Surf Coast Shire Council on the development of new weed brochures and guides for the development of Land Management Plans. These new products will help raise awareness of the responsibilities of private landholders.</p>                                                    | <p>Environment &amp; Community Safety</p>                                                                                                                                    | <p>30/06/2012</p> |    |
| <p><b>Council Plan Strategy:</b></p>                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <p>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.</p> |                   |                                                                                       |
| <p>4.1.4.1 Implementation of the planning scheme and Council processes to manage environmental issues associated with Council works.</p> | <p>Officers work closely with the Infrastructure and Environment Units to ensure that processes are improved to ensure that Council works respect environmental values.</p>                                                                                                                                                                                                                                                                                              | <p>Planning &amp; Building Services</p>                                                                                                                                      | <p>30/06/2012</p> |    |
| <p>4.1.4.2 Continue program of works and practices in the Greenhouse Action Plan to reduce Council's carbon footprint.</p>               | <p>Quotes have been sought for the installation of solar hot water systems at 10 Council managed facilities. The new systems will be installed by March 2012. New Solar Panels will be installed on the Colac Otway Performing Arts Community Centre (COPACC) roof in the near future and various energy saving elements will be incorporated in the new Sustainable Planning and Development offices including double glazed windows and energy efficient lighting.</p> | <p>Environment &amp; Community Safety</p>                                                                                                                                    | <p>30/06/2012</p> |  |









| Colac Otway Shire Council                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                         | QUARTERLY COUNCIL PLAN PROGRESS REPORT (Oct to Dec)                                                                                                                                                          |            |          |
|--------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|----------|
| 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.             | Council is assisting Barwon Water in formulating a Water Conservation Strategy for Colac and district. Council is also taking part in Barwon Water's new Shower Exchange Program for Sporting Facilities and Caravan Parks to upgrade shower heads to vandal-proof, robust and water efficient models. Council will receive the new shower heads in February-March 2012 and will install them as part of the Asset Maintenance program. | Environment & Community Safety                                                                                                                                                                               | 30/06/2012 |          |
| 4.1.4.5 Develop and implement an Environmental Sustainability Policy.                                                    | The Sustainability Policy has been endorsed by Council's Executive Management Team to go to Council for formal adoption. Once this has been done a procedure document will be developed that provides more detail on how the policy will be implemented.                                                                                                                                                                                | Environment & Community Safety                                                                                                                                                                               | 30/06/2012 |          |
| <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. | Member of the Municipal Association of Victoria Policy and Roles sub committee in relation to the Role of Local Government in Emergency Management Review. Manager Environment and Community Safety is a member of Executive of Timber Towns. Member of the Steering Committee for the G21 Regional Structure Plan and other officers are active members of working groups for this major regional project.                             | Sustainable Planning & Development<br>GM's Office                                                                                                                                                            | 30/06/2012 |          |

| Colac Otway Shire Council                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | QUARTERLY COUNCIL PLAN PROGRESS REPORT (Oct to Dec) |            |                                                                                       |
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| ACTION                                                                                             | EXECUTIVE COMMENTS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | BUSINESS UNIT                                       | COMP. DATE | PROGRESS                                                                              |
| 4.1.5.1 Coordinate a range of environmental events across the region.                              | On Thursday 20 October the Environment Department was involved in a partnership education day with Greening Australia and the Corangamite Catchment Management Authority for National Waterweek. 200 school children participated in the day activities which includes planting over 600 trees along the Lake Colac foreshore, water watch demonstrations, and general environmental education around the importance of Lake Colac as both an environmental and cultural asset. Fishing workshops were also held with school children to help educate them about the values of marine and freshwater environments. | Environment & Community Safety                      | 30/06/2012 |    |
| 4.1.5.3 Promote awareness of environmental issues through various media and forums.                | An Environmental Column has been put in the paper each month covering various issues including fire ecology. Information on the Council website has been reviewed and updated to ensure it is accurate and relevant. Media releases have also been issued on concerns that have arisen, such as the carp problem in Lake Colac.                                                                                                                                                                                                                                                                                    | Environment & Community Safety                      | 30/06/2012 |  |
| 4.1.5.4 Encourage energy efficiency including the use of renewable and alternative energy sources. | The Colac Reduce Energy and Waste Project has resulted in a number of local people being trained as energy auditors and nearly 50 households have now been audited in the area. Council is now trying to help facilitate actions being undertaken in accordance with the audit recommendations. The project will be completed by March 2012.                                                                                                                                                                                                                                                                       | Environment & Community Safety                      | 30/06/2012 |  |
| <b>Council Plan Strategy:</b>                                                                      | 4.1.6 Minimise, recycle and manage residential waste.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                     |            |                                                                                       |



| Colac Otway Shire Council                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                   | QUARTERLY COUNCIL PLAN PROGRESS REPORT (Oct to Dec) |            |          |
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| ACTION                                                                                                                                                             | EXECUTIVE COMMENTS                                                                                                                                                                                                                                                                                                                                | BUSINESS UNIT                                       | COMP. DATE | PROGRESS |
| 4.1.6.2 Implementation of the Waste Water Management Strategy.                                                                                                     | Continuing to work with Department of Sustainability and Environment (DSE), the Environmental Protection Agency (EPA), and the Department of Health to find a solution for Wye River and Separation Creek. A Budget Request has been lodged to develop an Effluent Management Plan for a number of unsewered townships mentioned in the Strategy. | Health and Community Services                       | 30/06/2012 |          |
| 4.1.6.3 Implementation of the Landfill Rehabilitation Plan.                                                                                                        | The landfill rehabilitation plan was reviewed and endorsed by the Audit Committee in September 2011. Marengo landfill rehabilitation works are currently under progress in accordance with the reviewed plan.                                                                                                                                     | Major Contracts                                     | 30/06/2012 |          |
| <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.                                                                                                                                                                                                                                                                        |                                                     |            |          |
| 5.1.1.1 Participate in local and regional task groups to improve access to vocational education and training and post compulsory education and training.           | The Colac Otway Shire Industry Advisory Group has met on two occasions to discuss industry training needs and support of the Colac Trade Training Centre.                                                                                                                                                                                         | Economic Development                                | 30/06/2012 |          |
| 5.1.1.2 Work with industry sectors on strategic workforce planning initiatives.                                                                                    | Nothing specific this quarter except discussions at the Industry Advisory Group meeting on training needs and development of the Trade Training Centre.                                                                                                                                                                                           | Economic Development                                | 30/06/2012 |          |
| <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 Encourage and promote climate change sustainability initiatives for business and renewable and alternative energy opportunities for the Colac Otway Shire. | Held discussions with local accounting firm to provide a local business information forum on the new carbon tax.                                                                                                                                                                                                                                  | Economic Development                                | 30/06/2012 |          |
| <b>Council Plan Strategy:</b>                                                                                                                                      | 5.1.3 Support local business to develop and succeed.                                                                                                                                                                                                                                                                                              |                                                     |            |          |

| Colac Otway Shire Council                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                   | QUARTERLY COUNCIL PLAN PROGRESS REPORT (Oct to Dec)                                                 |            |                                                                                       |
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| 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 and city entrances.                                                      | Consultation period ended and draft report revised, where appropriate, to recognise issues raised and input provided. Budget bids submitted to facilitate the next stage of the project, being detailed construction plans and an Urban Forest Study. This project has received strong community support and is proceeding extremely well.                                                        | Sustainable Planning & Development<br>GM's Office                                                   | 30/06/2012 |    |
| 5.1.3.2 Continue to provide world standard tourism support services including Visitor Information Services, and support for local and regional tourism organisations.                  | Commenced recruitment process for permanent Great Ocean Road Visitor Information Centre Coordinator. Agreement in place to employ two permanent part time staff at Colac to replace Casual staff. Assisted in the wind down of Otways Tourism. Liaised with City of Greater Geelong, Surf Coast Shire, Geelong Otway Tourism and Tourism Victoria in regard to the proposed regional restructure. | Economic Development                                                                                | 30/06/2012 |    |
| 5.1.3.3 Implement Business Development training programs, networking events and Business Awards.                                                                                       | ANZ Business Breakfast completed. Two Working Women's Networking functions have been completed. Plans are in place for the 2012 calendar year.                                                                                                                                                                                                                                                    | Economic Development                                                                                | 30/06/2012 |  |
| 5.1.3.4 Provide on line information for customers and potential investors to access businesses in the Shire.                                                                           | Web pages reviewed. Business database completed.                                                                                                                                                                                                                                                                                                                                                  | Economic Development                                                                                | 30/06/2012 |  |
| 5.1.3.5 Enhance Colac's regional service centre status through the development of a Marketing strategy.                                                                                | Marketing Strategy market testing completed. Plan adopted by Council.                                                                                                                                                                                                                                                                                                                             | Economic Development                                                                                | 30/06/2012 |  |
| <b>Council Plan Strategy:</b>                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                   | 5.1.4 Lead, support and/or participate in regional and local development networks and partnerships. |            |                                                                                       |
| 5.1.4.2 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. | Mountain Bike Trails Strategy Steering Group first meeting completed. Draft consultant brief redrafted.                                                                                                                                                                                                                                                                                           | Economic Development                                                                                | 30/06/2012 |  |



| Colac Otway Shire Council                                                                                                                                                                                   |                                                                                                                                                                                                                                                                        | QUARTERLY COUNCIL PLAN PROGRESS REPORT (Oct to Dec)                                                                                                                      |            |          |
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| ACTION                                                                                                                                                                                                      | EXECUTIVE COMMENTS                                                                                                                                                                                                                                                     | BUSINESS UNIT                                                                                                                                                            | COMP. DATE | PROGRESS |
| 5.1.4.3 Promote and encourage the development of infrastructure to support Lake Colac tourism and community use.                                                                                            | Quarterly meeting completed with Lake Colac Coordinating Committee. Site tour of Lions Park, Barongarook Ck improvements and plans for 2012.                                                                                                                           | Economic Development                                                                                                                                                     | 30/06/2012 |          |
| 5.1.4.4 Support local business associations such as Otway Business Inc, Apollo Bay Chamber of Commerce and Tourism.                                                                                         | Met with new Otway Business Inc President to plan joint efforts over 2012. Attended AGM. Attended December meeting and Christmas function. Attended the Apollo Bay Chamber of Commerce and Tourism November meeting to explain changes in tourism industry structures. | Economic Development                                                                                                                                                     | 30/06/2012 |          |
| <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.                                                                                                                 | Meetings held with potential investors. Marketing Strategy adopted by Council. Development work commenced to implement strategy to promote the Shire's strengths and competitive advantage.                                                                            | Economic Development                                                                                                                                                     | 30/06/2012 |          |
| 5.1.5.2 Identify the capacity, demand and rating of accommodation in Colac including the attraction of a high end quality star hotel.                                                                       | Budget Request completed to engage a consultant to do feasibility and strategy.                                                                                                                                                                                        | Economic Development                                                                                                                                                     | 30/06/2012 |          |
| 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. | Calendar of Events completed. Calendar of business liaison visits completed.                                                                                                                                                                                           | Economic Development                                                                                                                                                     | 30/06/2012 |          |
| 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.                            | Assisted with the wind up of Otways Tourism. Set plans in place for tourism development and internal SHire marketing for interim period till the regional tourism restructure is completed.                                                                            | Economic Development                                                                                                                                                     | 30/06/2012 |          |
| <b>Council Plan Strategy:</b>                                                                                                                                                                               |                                                                                                                                                                                                                                                                        | 5.1.6 Facilitate the development of infrastructure for business investment, growth and liveability.                                                                      |            |          |
| 5.1.6.1 Lobby for improved telecommunications in the Colac Otway Shire in consideration of Federal Government and telecommunication owners' initiatives.                                                    | No action this quarter.                                                                                                                                                                                                                                                | Economic Development                                                                                                                                                     | 30/06/2012 |          |

| Colac Otway Shire Council                                                                                                                                        |                                                                                                                                                                                                              | QUARTERLY COUNCIL PLAN PROGRESS REPORT (Oct to Dec) |            |             |
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| ACTION                                                                                                                                                           | EXECUTIVE COMMENTS                                                                                                                                                                                           | BUSINESS UNIT                                       | COMP. DATE | PROGRESS    |
| 5.1.6.3 Support the Apollo Bay Harbor Precinct development.                                                                                                      | Discussions with Tourism Victoria to ensure support for the planning scheme amendment and redevelopment proposed.                                                                                            | Economic Development                                | 30/06/2012 |             |
| 5.1.6.4 Undertake streetscape planning for Apollo Bay to integrate with the proposed harbor development.                                                         | No action this quarter. Unlikely to proceed in the short or medium term given the slow progress of the Harbour Master Plan process.                                                                          | Economic Development                                | 30/06/2012 | No Progress |
| 5.1.6.5 Develop small town / community capability by providing infrastructure and resources, including continued support for the Small Town Improvement Program. | Small Town Improvement Projects form 2011 allocation will be implemented in early 2012 when contractors available.                                                                                           | Economic Development                                | 30/06/2012 |             |
| <b>Council Plan Strategy:</b>                                                                                                                                    | 5.1.7 Work in partnership with business, industry groups, government and agencies on sustainable economic growth.                                                                                            |                                                     |            |             |
| 5.1.7.2 Review business attraction and local business development policies.                                                                                      | Completed. No change recommended.                                                                                                                                                                            | Economic Development                                | 30/06/2012 |             |
| <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.                                                                                                  |                                                     |            |             |
| 6.1.1.1 Develop a Civic and Cultural Precinct Plan for Colac.                                                                                                    | Home hardware site purchased. Plans to be progressed in early 2012.                                                                                                                                          | Chief Executive Office                              | 30/06/2012 |             |
| 6.1.1.1 Review and reconsider the recommendations from the 'Apollo Bay Library and Facility Development Project'.                                                | Application for Living Libraries completed. Awaiting notification of grant. Discussions held with Otway Health regarding next steps of the process.                                                          | Corporate & Community Services GM's Office          | 30/06/2012 |             |

| Colac Otway Shire Council                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                  | QUARTERLY COUNCIL PLAN PROGRESS REPORT (Oct to Dec) |            |             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|------------|-------------|
| ACTION                                                                                                                                                                                                                                                                                             | EXECUTIVE COMMENTS                                                                                                                                                                                                                                                               | BUSINESS UNIT                                       | COMP. DATE | PROGRESS    |
| 6.1.1.4 Implement the Positive Ageing Strategy.                                                                                                                                                                                                                                                    | A Community Development Officer has been appointed to manage the Improving Liveability for Older People (ILOP) Project which will address or review many of the issues that were identified in the Positive Ageing Strategy. An Action Plan is to be developed by February 2012. | Health and Community Services                       | 30/06/2012 |             |
| 6.1.1.4 Investigate initiatives that reduce exposure to passive smoking in public places.                                                                                                                                                                                                          | No action to date                                                                                                                                                                                                                                                                | Corporate & Community Services GM's Office          | 30/06/2012 | No Progress |
| 6.1.1.17 Develop a 10 year upgrade works program for Colac Otway Performing Arts and Cultural Centre.                                                                                                                                                                                              | 10 Year Capital Works and Asset Renewal Plan underway. Initial work needs to be workshopped with the Sustainable Assets Unit.                                                                                                                                                    | Recreation, Arts and Culture                        | 30/06/2012 |             |
| 6.1.1.18 Develop a 10 year capital upgrade works program for Blue Water Fitness Centre.                                                                                                                                                                                                            | Plant room investigations complete. Results will feed into the working draft of the Centre's Capital Works and Asset Renewal Program.                                                                                                                                            | Recreation, Arts and Culture                        | 30/06/2012 |             |
| 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.                                                                        | As a result of the Public Open Space Strategy, a gap analysis will be undertaken to determine what infrastructure exists and what is proposed as per the standards. Sustainable Assets are currently developing an Asset Management Plan for recreation buildings.               | Recreation, Arts and Culture                        | 30/06/2012 |             |
| 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. | An Expression of Interest has been submitted to the Regional Development Australia Fund for the Central Reserve Masterplan Implementation Project. Waiting on outcomes of previous applications for Central Reserve and Bluewater Fitness Centre.                                | Recreation, Arts and Culture                        | 30/06/2012 |             |
| 6.1.1.21 Develop an Open Space Strategy.                                                                                                                                                                                                                                                           | Public Open Space Strategy adopted by Council at its November 2011 meeting.                                                                                                                                                                                                      | Recreation, Arts and Culture                        | 30/06/2012 |             |




| Colac Otway Shire Council                                                                                            |                                                                                                                                                                                                                                                 | QUARTERLY COUNCIL PLAN PROGRESS REPORT (Oct to Dec) |            |             |
|----------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|------------|-------------|
| ACTION                                                                                                               | EXECUTIVE COMMENTS                                                                                                                                                                                                                              | BUSINESS UNIT                                       | COMP. DATE | PROGRESS    |
| 6.1.1.22 Develop a Bicycle Strategy.                                                                                 | An application for funding has been submitted to Sport and Recreation Victoria to develop an Active Transport Strategy.                                                                                                                         | Recreation, Arts and Culture                        | 30/06/2012 |             |
| 6.1.1.23 Implement Council's Recreation Strategy.                                                                    | The Recreation Strategy continues to be implemented. It provides guidance to Council's development of recreation facilities and services and has assisted with securing external funding eg: Apollo Bay Recreation Reserve Changerooms Upgrade. | Recreation, Arts and Culture                        | 30/06/2012 |             |
| 6.1.1.26 Review and implement the Council Community Funding Program Guidelines.                                      | Some minor changes have been made to the guidelines and application form which will be presented to Council early in 2012.                                                                                                                      | Recreation, Arts and Culture                        | 30/06/2012 |             |
| <b>Council Plan Strategy:</b>                                                                                        | 6.1.2 Promote and facilitate cultural and community events throughout the municipality.                                                                                                                                                         |                                                     |            |             |
| 6.1.2.1 Implement the Arts and Cultural Strategy.                                                                    | The strategy continues to be implemented with many actions either completed or ongoing. A review has been undertaken on the actions attributed to Colac Otway Performing Arts and Cultural Centre (COPACC) with the majority completed.         | Recreation, Arts and Culture                        | 30/06/2012 |             |
| 6.1.2.3 Implement the Festival and Events Strategy.                                                                  | The strategy continues to be implemented which is reflected by the continued growth and professionalism of events in the Shire.                                                                                                                 | Recreation, Arts and Culture                        | 30/06/2012 |             |
| 6.1.2.10 Work with event organisers and community groups to develop a broad range of community festivals and events. | Work continues with event organisers and community groups to conduct a range of festivals and events. In recent times, support has been provided to Carols by Candlelight, Country Fire Authority State Championships and Amy's Grand Fondo.    | Recreation, Arts and Culture                        | 30/06/2012 |             |
| <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.                                                                                                                            |                                                     |            |             |
| 6.1.3.1 Review the provision of Youth Services in the Shire.                                                         | A review was undertaken in 2010/11. Further consideration during the 2012/13 budget process.                                                                                                                                                    | Corporate & Community Services GM's Office          | 30/06/2012 | No Progress |

| Colac Otway Shire Council                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                        | QUARTERLY COUNCIL PLAN PROGRESS REPORT (Oct to Dec)                           |            |          |
|-----------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|------------|----------|
| ACTION                                                                                                                | EXECUTIVE COMMENTS                                                                                                                                                                                                                                                                                                                                                                     | BUSINESS UNIT                                                                 | COMP. DATE | PROGRESS |
| 6.1.3.8 Implement strategies in the Drug Action Plan.                                                                 | Attended all meetings this year. The Plan has been reviewed and updated to reflect our capacity and direction for 2011/12.                                                                                                                                                                                                                                                             | Health and Community Services                                                 | 30/06/2012 |          |
| 6.1.3.22 Implement the Municipal Public Health Plan.                                                                  | A number of initiatives have commenced. These include embedding and enabling this plan into council processes, annual review training, aligning this plans' directions into the TLC3 and Advancing Country Towns projects and working with G21.                                                                                                                                        | Health and Community Services                                                 | 30/06/2012 |          |
| 6.1.3.23 Develop and implement an Early Years Plan.                                                                   | Early Years Directory is now on Council's website. Action Plans for each kindergarten have been completed. Cluster management is being planned with Glastonbury, and Australian Early Years Development Index (AEDI) results discussed with local service providers. Working on capital improvement grant process.                                                                     | Health and Community Services                                                 | 30/06/2012 |          |
| 6.1.3.24 Develop and implement an Access, Equity & Inclusion Plan.                                                    | The Meeting Place has been redeveloped to better meet the individual needs of families. This is to commence in 2012. Access issues are promoted with services and planning processes. Working with TLC3 on equity and overcoming disadvantage. Action Plan for the Transport Connections program is focussing on access issues. The brand for this program is "Access Connect Belong". | Health and Community Services                                                 | 30/06/2012 |          |
| <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. | Meetings held with various agents to discuss market growth and potential investments.                                                                                                                                                                                                                                                                                                  | Economic Development                                                          | 30/06/2012 |          |
| 6.1.4.1 Work with Developers and Housing Associations to create liveable, affordable and sustainable housing.         | Officers work closely with developers and permit applicants to seek more livable and sustainable housing on an on-going basis.                                                                                                                                                                                                                                                         | Planning & Building Services                                                  | 30/06/2012 |          |



Colac Otway Shire Council **QUARTERLY COUNCIL PLAN PROGRESS REPORT (Oct to Dec)**

| ACTION                                                                    | EXECUTIVE COMMENTS                                                                                                     | BUSINESS UNIT                 | COMP. DATE | PROGRESS                                                                            |
|---------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|-------------------------------|------------|-------------------------------------------------------------------------------------|
| 6.1.4.2 Participate in local and regional Affordable Housing task groups. | No meetings this quarter.                                                                                              | Economic Development          | 30/06/2012 | No Progress                                                                         |
| 6.1.4.5 Implement the Transport Connections Strategy.                     | A new project worker has commenced. An Action Plan, Engagement Strategy and Partnership Agreement have been completed. | Health and Community Services | 30/06/2012 |  |





### 2011/12 Project List

| Proj # | Proj Name                                                     | Proj Start | Proj End | Proj Budget  | Proj Status | Proj Phase | Proj Manager | Proj Sponsor | Proj Location |
|--------|---------------------------------------------------------------|------------|----------|--------------|-------------|------------|--------------|--------------|---------------|
| 5001   | Operating & Promotional Structure Plan Implementation - Early | 11/15/11   | 03/31/12 | \$11,089,856 | 44.2%       |            |              |              |               |
| 5002   | Oil Rig Support Operations and maintenance study              | 02/01/12   | 02/01/12 | \$2,500,000  |             |            |              |              |               |
| 5003   | Oil Rig Support Operations and maintenance study              | 02/01/12   | 02/01/12 | \$2,500,000  |             |            |              |              |               |
| 5004   | Oil Rig Support Operations and maintenance study              | 02/01/12   | 02/01/12 | \$2,500,000  |             |            |              |              |               |
| 5005   | Oil Rig Support Operations and maintenance study              | 02/01/12   | 02/01/12 | \$2,500,000  |             |            |              |              |               |
| 5006   | Oil Rig Support Operations and maintenance study              | 02/01/12   | 02/01/12 | \$2,500,000  |             |            |              |              |               |
| 5007   | Oil Rig Support Operations and maintenance study              | 02/01/12   | 02/01/12 | \$2,500,000  |             |            |              |              |               |
| 5008   | Oil Rig Support Operations and maintenance study              | 02/01/12   | 02/01/12 | \$2,500,000  |             |            |              |              |               |
| 5009   | Oil Rig Support Operations and maintenance study              | 02/01/12   | 02/01/12 | \$2,500,000  |             |            |              |              |               |
| 5010   | Oil Rig Support Operations and maintenance study              | 02/01/12   | 02/01/12 | \$2,500,000  |             |            |              |              |               |
| 5011   | Oil Rig Support Operations and maintenance study              | 02/01/12   | 02/01/12 | \$2,500,000  |             |            |              |              |               |
| 5012   | Oil Rig Support Operations and maintenance study              | 02/01/12   | 02/01/12 | \$2,500,000  |             |            |              |              |               |
| 5013   | Oil Rig Support Operations and maintenance study              | 02/01/12   | 02/01/12 | \$2,500,000  |             |            |              |              |               |
| 5014   | Oil Rig Support Operations and maintenance study              | 02/01/12   | 02/01/12 | \$2,500,000  |             |            |              |              |               |
| 5015   | Oil Rig Support Operations and maintenance study              | 02/01/12   | 02/01/12 | \$2,500,000  |             |            |              |              |               |
| 5016   | Oil Rig Support Operations and maintenance study              | 02/01/12   | 02/01/12 | \$2,500,000  |             |            |              |              |               |
| 5017   | Oil Rig Support Operations and maintenance study              | 02/01/12   | 02/01/12 | \$2,500,000  |             |            |              |              |               |
| 5018   | Oil Rig Support Operations and maintenance study              | 02/01/12   | 02/01/12 | \$2,500,000  |             |            |              |              |               |
| 5019   | Oil Rig Support Operations and maintenance study              | 02/01/12   | 02/01/12 | \$2,500,000  |             |            |              |              |               |
| 5020   | Oil Rig Support Operations and maintenance study              | 02/01/12   | 02/01/12 | \$2,500,000  |             |            |              |              |               |



OM122501-9

**SECOND QUARTER FINANCIAL PERFORMANCE REPORT  
2011-2012**

|             |                                |           |              |
|-------------|--------------------------------|-----------|--------------|
| AUTHOR:     | Brett Exelby                   | ENDORSED: | Colin Hayman |
| DEPARTMENT: | Corporate & Community Services | FILE REF: | CLF11/8      |

**Purpose**

This report provides information to Council and the community on the financial performance of Council for the second quarter of the financial year, ending December 2011.

**Declaration of Interests**

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

**Background**

Council adopted the budget for 2011-2012 including the Capital Works Programme at the Council meeting held 29 June 2011. The attached report seeks to provide information on the performance of Council against the adopted budget.

**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****Financial Summary**

Attached to this report is the Second Quarter Financial Performance Report 2011-2012.

At the time the budget for 2011-2012 was prepared, it was expected that Council would see an operating surplus of \$3.825 million. Council continues to revise the estimate of the 2011-2012 year activities as more accurate information comes to hand, with the current operating surplus forecast to be \$1.133 million. The main reason for the reduction is as a result of Capital Grants now not being received this financial year e.g. Bluewater Fitness Centre Redevelopment.

The achievement of an operating surplus for the 2011-2012 year continues to be a priority of Council. It is important for Council and the community to understand that we continue to refine our forecasts and adjust our activities to ensure that Council is in the position to report an operating surplus for the 2011-2012 financial year.

Council currently has a cash at bank balance of \$7.986 million, which is higher than for the same time in 2010-2011.

**Proposal**

That Council considers the report as detailed herein, receives the report as provided and notes the forecast changes to date.



**Financial and Other Resource Implications**

Financial matters affecting the budget performance of Council are detailed in the quarterly finance report.

**Risk Management & Compliance Issues**

This report meets the reporting and risk obligations of officers to Council.

**Environmental and Climate Change Considerations**

Applied in preparation of Council Plan and adoption of budgets.

**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 selected would be inform as per statutory obligations when preparing Council Plan and Budget. This is a quarterly report that is for the information of Council.

**Implementation**

Council Plan and Budget are already implemented and operating.

**Conclusion**

This report has been compiled by the Finance and Customer Service Unit of Council and reflects the performance to date against the budget and targets set by Council for the second quarter of the 2011-2012 year.

**Attachments**

1. Report - Quarterly Council Report - 2011-2012 - Quarter 2 15 Pages

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

1. ***Receives the second quarter financial performance report 2011-2012.***
2. **Notes the forecast changes to the following projects:**
  - ***Bluewater Fitness Centre Redevelopment***
  - ***Timber Roads Program – Old Beech Forest Road Resheet***
  - ***Timber Roads Program – Pipeline Road Resheet***
  - ***Contribution to Apollo Bay Library Project***
  - ***Improving Liveability for Older People (ILOP)***
  - ***Municipal Fire and Emergency Management Resourcing Programme***
  - ***COPACC Fire Prevention Systems Compliance Upgrade***
  - ***Eastern Reserve Court Resurfacing***

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Second Quarter Financial Performance Report 2011-2012

December 2011



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ABOUT THE REPORT

In accordance with the Local Government Act 1989, Council must establish and maintain a budgeting and reporting framework that is consistent with the principles of sound financial management.

In line with our commitment to sound financial management, Council is provided with an analysis of financial and non-financial information each quarter. This information will include at a minimum a comparison of budgeted income and expenditure and actual income and expenditure.

This report covers the period from 1 July 2011 to 31 December 2011 and reports on:

- Significant variations from the adopted budget;
- Council's cash balance and forecast;
- Council's investment performance;
- Council's financial statements;
- Council's Audit Committee; and
- Income and expenditure for the services provided by Council.

This quarterly report examines Council's financial performance as at the second quarter of 2011-2012.

OVERVIEW

At the time the budget for 2011-2012 was prepared, it was expected that Council would see an operating surplus of \$3.825 million. Council continues to revise estimates for the 2011-2012 activities as more accurate information comes to hand, with the current operating surplus forecast to be \$1.133 million. The main reason for the reduction is as a result of Capital Grants now not being received this financial year e.g. Bluewater Fitness Centre Redevelopment.

The achievement of an operating surplus for the 2011-2012 year continues to be a priority of Council. It is important for Council and the community to understand that we continue to refine our forecasts and adjust our activities to ensure that Council is in the position to report an operating surplus for the 2011-2012 financial year.

Council currently has a cash at bank balance of \$7.986 million, which is higher than for the same time in 2010-2011.

Rate notices have been issued to rate payers in September and reminders for instalments continue to 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 fifth consecutive year;
- Council continuing to meet the Infrastructure Renewal Gap;
- Delivery of responsible projects designed to enhance our 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:

- Continued development of improved monthly reporting to management and Council;
- Review of Council's assets and the development of Council's Corporate Asset Management System;
- Implementation of Investment strategy and policy (see Investment Report);
- Review of Council's financial management policies, procedures and practices;
- Review of the Strategic Resource Plan with closer linkages to various Council action plans;
- Review of the Long Term Financial Plan with closer linkages to various Council strategies;
- Initiation of a review of Council's Fees and Charges Strategy; and
- Review of the new community focussed budget document.

The forecast indicates that the financial viability of Council will continue to 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 December is included in this report.

Operational Budget

The operational income budget is projected to remain at \$34.851 million which is consistent with the adopted budget, while the operational expenditure budget is projected to increase slightly by \$0.02 million to \$35.952 million, resulting in a net projected increase in the operational budget deficit of \$0.02 million (1.8%)

Major Projects Budget

The major projects expenditure is projected to increase by \$1.803 million from the adopted budget to \$2.525 million, with income increasing by \$0.592 million to \$0.782 million, resulting in a net projected increase in the major project deficit of \$1.211 million (227.7%). This variance is a reflection of the major projects carried forward from the 2010-2011 financial year.

Capital Budget

Capital expenditure is projected to increase by \$0.460 million to \$13.031 million. This increase is a combination of recognising carried forward works projects and the expectation that no major works will occur in this financial year on the redevelopment of the Blue Water Fitness Centre. Capital income is projected to decrease by \$1.422 million to \$4.017 million, primarily as a result of an expectation that there will be reduced grant funding provided for the Blue Water Fitness Centre redevelopment in the current financial year due to the delay in works commencing. Combined, these changes result in a net projected increase of \$1.881 million (26.4%).

SIGNIFICANT BUDGET VARIATIONS

Following the second quarter review, the following significant variations to Council's original adopted budget for 2011-2012 have been recognised.

Carry Forward Projects

Those projects and activities that were incomplete at the end of the 2010-2011 financial year and where a commitment exists for the expenditure and/or income to be incurred/raised have been listed below.

In summary, the value of carried forward items from 2010-2011 is:

| | Expenditure | Income | Net Result |
|--------------|------------------|------------------|------------------|
| Total | 4,024,083 | (958,420) | 3,067,663 |

| Project/Activity | Carry-over
Expense | Carry-
over
Income | Net
Result |
|---|-----------------------|--------------------------|---------------|
| Colac & Apollo Bay Car parking Study | 9,989 | 0 | 9,989 |
| Colac CBD & Entrances Project | 68,496 | 0 | 68,496 |
| Rural Living Strategy | 15,686 | 0 | 15,686 |
| Cressy-Shelford Road Restitution Package | 115,703 | 0 | 115,703 |
| Auspice Neighbourhood Renewal | 14,900 | 0 | 14,900 |
| Lake Colac Stage 2 | 70,000 | 0 | 70,000 |
| Stoddart St Pathway | 55,000 | (65,000) | -10,000 |
| Botanic Gardens Pathway | 57,700 | 0 | 57,700 |
| Gellibrand Landfill Rehabilitation | 233,949 | 0 | 233,949 |
| Birregurra Structure Plan & Forrest Structure Plan | 34,121 | 0 | 34,121 |
| Heathfield estate river restoration | 3,550 | 0 | 3,550 |
| Apollo Bay Harbour Master Plan Implementation | 255,000 | (38,000) | 217,000 |
| Refurbishment of the Enhanced Library Service and Accommodation | 161,541 | 0 | 161,541 |
| Refurbishment of the Enhanced Accommodation Rae Street Existing Offices | 68,268 | 0 | 68,268 |
| Beech Forest Hall | 180,855 | 0 | 180,855 |
| Youth Club Hall | 200,000 | 0 | 200,000 |
| Apollo Bay Customer Service Centre | 19,443 | 0 | 19,443 |
| Apollo Bay Transfer Station - sealing of car park and associated works | 255,000 | 0 | 255,000 |
| Pascoe Street Car park | 330,000 | (247,380) | 82,620 |
| Road safety program | 16,000 | (1,000) | 15,000 |
| Public Open Space Strategy | 19,919 | (3,000) | 16,919 |
| Lake Colac CHMP | 10,302 | 0 | 10,302 |
| Upgrades to Colac Youth & Recreation Centre | 280,701 | 0 | 280,701 |

| Project/Activity | Carry-over
Expense | Carry-
over
Income | Net
Result |
|--|-----------------------|--------------------------|------------------|
| Birregurra and Forrest Master Plans (STIP) | 68,570 | (20,000) | 48,570 |
| Cressy Upgrade (STIP) | 62,328 | (40,000) | 22,328 |
| Beeac Street Lighting | 13,334 | 0 | 13,334 |
| Bridge Rehab Program - Upper Gellibrand Road | 177,738 | 0 | 177,738 |
| Apollo Bay Settlement Boundary & Urban Design Review | 34,256 | (8,000) | 26,256 |
| Colac Commercial Strategy | 80,000 | (40,000) | 40,000 |
| Colac Heavy Truck Study | 112,310 | 0 | 112,310 |
| Apollo Bay Trails Feasibility Study | 83,722 | 0 | 83,722 |
| Main Drainage Review - Apollo Bay | 49,317 | 0 | 49,317 |
| Colac City Band Hall Disabled Access Improvement | 3,865 | 0 | 3,865 |
| Cororooke Hall | 36,770 | 0 | 36,770 |
| Stonyford Hall Kitchen | 0 | (42,000) | -42,000 |
| RLCIP Round 3 - Upgrade to Energy Efficient Hot Water Services | 50,000 | 0 | 50,000 |
| Lions Park | 86,170 | (27,040) | 59,130 |
| Old Beechy Rail Trail (OBRT) Project | 419,426 | (400,000) | 19,426 |
| Colac Litter Bins and Surrounds | 10,589 | 0 | 10,589 |
| Volunteering Portal | 16,123 | (2,500) | 13,623 |
| Colac Marketing Strategy | 22,728 | 0 | 22,728 |
| Active Service Model | 38,533 | 0 | 38,533 |
| Beech Forest War Memorial | 10,000 | 0 | 10,000 |
| Internet Training 4 People With a Disability (Phase 2) | 14,856 | 0 | 14,856 |
| Marengo Landfill Rehabilitation | 94,825 | 0 | 94,825 |
| Universal Access - Capacity Assessment Planning | 20,000 | (10,000) | 10,000 |
| Universal Access - Action Plan for 2013 | 27,500 | (12,500) | 15,000 |
| Solar PV system installation - Old Library | 15,000 | 0 | 15,000 |
| Total | 4,024,083 | (956,420) | 3,067,663 |

Forecast Changes

In addition to the annual carry forward project process, adjustments to Council's budget (forecast changes), occur throughout the financial year. These changes include projects that are deferred or cancelled, projects that are adjusted due to additional funding (or reductions in funding), and projects that are new projects that were not known at the time of preparing the annual budget.

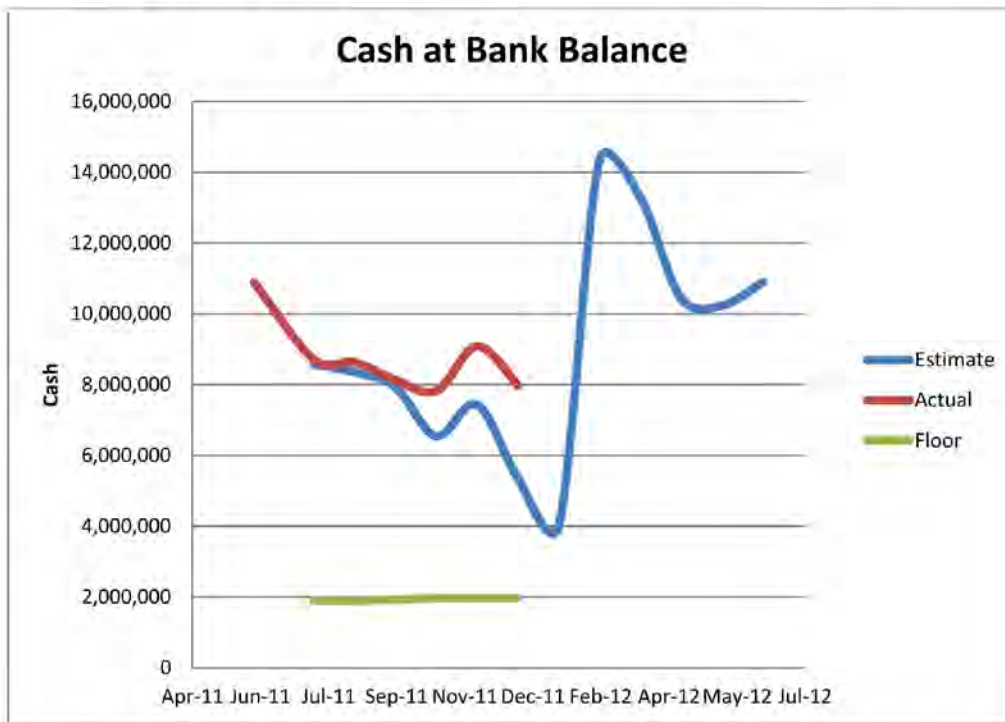
The table below indicates the forecast changes.

| Project | Details | Income | Expenditure |
|---|--|-------------------------|-------------------------|
| Blue Water Fitness Centre Redevelopment | The redevelopment of the Blue Water Fitness Centre is not expected to be completed during the financial year. As a result funding for the project in the 2011-2012 financial year has been reduced to reflect expectations | Original
\$2,000,000 | Original
\$2,000,000 |
| | | Revised
\$200,000 | Revised
\$200,000 |
| Timber Roads Program - Old Beech Forest Road Resheet | Council was unsuccessful in obtaining funding from the Better Roads Program for this project. The project was contingent on funding being received. | Original
\$301,589 | Original
\$351,854 |
| | | Revised
\$0 | Revised
\$0 |
| Contribution to Apollo Bay Library Project | Additional grant funding has been obtained enabling additional funds to be contributed to the Apollo Bay Library project. There is no net change to Council contributions. | Original
\$100,000 | Original
\$200,000 |
| | | Revised
\$387,500 | Revised
\$487,500 |
| Timber Roads Program - Pipeline Road Resheet | Council was unsuccessful in obtaining funding from the Better Roads Program for this project. The project was contingent on funding being received. | Original
\$142,416 | Original
\$166,152 |
| | | Revised
\$0 | Revised
\$0 |
| Improving Liveability for Older People (ILOP) | Funding was received for the purpose of improving liveability for older people in the Colac Otway Shire. This two (2) year project will develop action plan and then implement that plan. This project is fully funded from external grants. | Original
\$0 | Original
\$0 |
| | | Revised
\$100,000 | Revised
\$100,000 |
| Municipal Fire and Emergency Management Resourcing Programme | As a result of the Victorian Royal Commission into the bushfires funding has been provided for 12 months from DPCD to fund Emergency Management position. | Original
\$0 | Original
\$0 |
| | | Revised
\$110,000 | Revised
\$110,000 |
| COPACC Fire Protection Systems Compliance Upgrade | Emergency upgrade required of COPACC Fire Systems to remain compliant with Building and Fire Codes. Funding provided from existing maintenance budgets and by not proceeding with other building works. | Original
\$0 | Original
\$0 |
| | | Revised
\$0 | Revised
\$75,000 |
| Eastern Reserve Court Resurfacing | Resurfacing work on two (2) courts at the Eastern Reserve. To be funded from savings within the capital works programme (such as cancellation of Timber Roads Programme) | Original
\$0 | Original
\$0 |
| | | Revised
\$0 | Revised
\$25,000 |

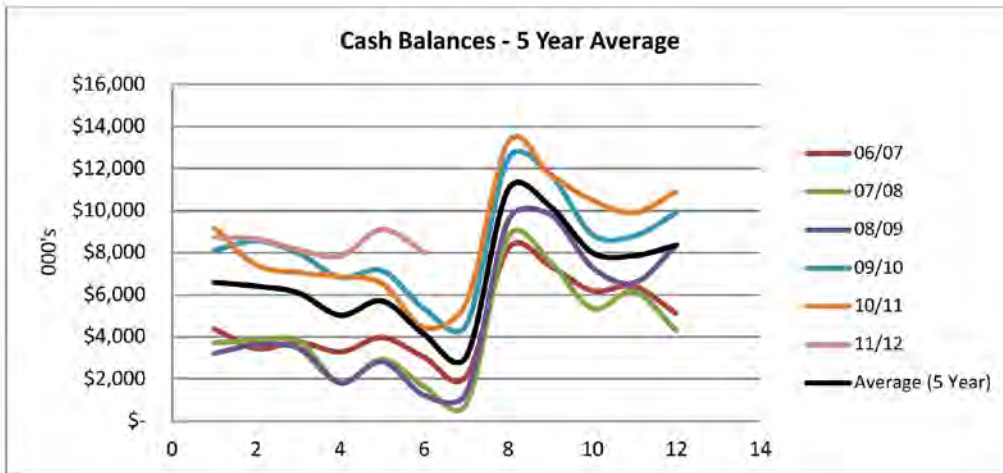
CASH BALANCE

The charts below gives an indication of how the cash balances of Council may perform over the course of the 2011-2012 financial year. The first chart, Cash at Bank Balance, portrays:

- The Estimate – which is an estimation of what the cash balance may be at the end of each month based entirely upon historical averages.
- The Actual – which is the actual balance at the end of each month of the year up to and including December 2011.
- The Floor – which is the value of Council cash balance at which point Council's operating funds are zero (0). With cash balances below the "Floor", Council would be using its overdraft facility.



The following chart provides details on the cash balances at month end for the five (5) years prior to the 2011-2012 financial year. The chart also includes the five (5) year average of those cash balances.



Council’s overall position, although appearing strong in the financial statements, remains susceptible to shocks and is limited in its ability to take advantage of opportunities as they arise. Council can be more sustainable in the longer term provided it:

- Ensures it is in a position to undertake the necessary changes to make business more efficient;
- Seeks 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 must critically evaluate its resource capability before any commitment is made to 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.

INVESTMENT REPORT

| Deposit | Minimum Rate | Maximum Rate | Average |
|--------------------------------------|--------------|--------------|---------|
| TOTAL PORTFOLIO | | | |
| Total | 4.25% | 4.75% | 4.52% |
| GENERAL INVESTMENTS | | | |
| At-Call Deposits | 4.25% | 4.75% | 4.52% |
| Total | 4.25% | 4.75% | 4.52% |
| LONG SERVICE LEAVE INVESTMENT | | | |
| Total | 4.25% | 4.75% | 4.50% |
| PERFORMANCE BENCHMARK | | | |
| Reserve Bank of Australia Cash Rate | 4.30% | 4.75% | 4.52% |
| 90-Day Bank Bill Index | 4.51% | 4.72% | 4.62% |

Due to the implementation of Council's Investment Policy, funds have been held At-Call for the duration of this quarter. This has led to a decrease in performance of the portfolio compared to the first quarter of 2011-2012.

Overall the Portfolio performed at a cash rate of 4.52% which is similar to the Reserve Bank's average cash rate of 4.50%, however 0.10% below the 90-day bank bill index. Total interest paid to council during the period was \$58,600 (relating to the first quarter investments) with interest payable next in January 2012.

The balance of Council's Investment Portfolio at the end of the quarter was approximately \$7.58 million.

OPERATING STATEMENT

The information portrayed below provides an operating statement as per the data at 31 December 2011. The four (4) columns of data provide actual year to date results as compared to the budget year to date, the revised budget or forecast position as at 31 December 2011 and the original budget as it was adopted by Council. The forecast budget includes the value of all adjustments made since the adoption of the budget for 2011-2012 and takes account of carried forward projects.

Colac Otway Shire Council Operating Statement

December 2011



| Category | December Actual YTD | December Budget YTD | Forecast Budget | Original Budget |
|---------------------------------------|---------------------|---------------------|---------------------|---------------------|
| Income | | | | |
| Contributions - cash | (62,828) | (147,146) | (511,680) | (264,300) |
| Finance revenue | (81,869) | (174,944) | (474,000) | (474,000) |
| Grants - capital | (1,541,921) | (1,492,852) | (2,985,040) | (4,654,005) |
| Grants - operating | (3,743,936) | (4,181,336) | (8,424,548) | (7,834,548) |
| Net gain / loss on disposal of assets | (143,418) | (302,500) | (605,000) | (605,000) |
| Other revenue | (67,592) | (24,900) | (49,800) | (49,400) |
| Rates and charges | (21,571,394) | (21,514,782) | (21,370,549) | (21,370,549) |
| Reimbursements | (165,428) | (108,328) | (215,660) | (215,660) |
| Statutory fees and charges | (294,015) | (267,772) | (515,167) | (515,167) |
| User fees and charges | (1,607,771) | (2,171,341) | (4,498,911) | (4,497,411) |
| Total Income | (29,280,172) | (30,385,901) | (39,650,355) | (40,480,040) |
| Expense | | | | |
| Contracts | 2,739,498 | 3,778,986 | 7,947,162 | 6,746,477 |
| Depreciation | 4,404,498 | 4,404,498 | 8,809,000 | 8,809,000 |
| Employee benefits | 7,100,254 | 6,352,092 | 14,114,131 | 13,955,172 |
| Finance expenses | 151,026 | 167,960 | 345,976 | 345,976 |
| Materials and services | 2,564,082 | 2,947,274 | 5,543,325 | 5,370,849 |
| Other expenses | 541,032 | 1,074,050 | 1,758,189 | 1,427,489 |
| Total Expenses | 17,500,391 | 18,724,860 | 38,517,783 | 36,654,963 |
| Operating Result | (11,779,781) | (11,661,041) | (1,132,572) | (3,825,077) |

CAPITAL WORKS STATEMENT

The information below provides details on the capital works expenditure as at 31 December 2011.

Colac Otway Shire Council

Capital Works

December 2011



| Category | December Actual
YTD | December Budget
YTD | Forecast Budget | Original Budget |
|-------------------------------|------------------------|------------------------|-------------------|-------------------|
| Bridge & Culvert | 21,756 | 338,826 | 677,738 | 500,000 |
| Building Habitable Structures | 670,917 | 161,932 | 2,113,578 | 2,836,000 |
| Drainage | 71,497 | 181,392 | 753,000 | 665,000 |
| Footpath and Cycleways | 85,689 | 432,882 | 865,991 | 300,000 |
| Kerb & Channelling | - | 53,994 | 108,000 | 75,000 |
| Land | 802,425 | 824,006 | 803,000 | 845,000 |
| Land Improvements - Parks | 65,450 | 200,474 | 305,000 | 160,000 |
| Off Street Car Parking | - | 99,966 | 200,000 | 50,000 |
| Other Structures | 147,377 | 206,162 | 347,421 | 90,000 |
| Plant & Equipment | 1,058,006 | 1,225,922 | 2,302,100 | 2,256,800 |
| Roads | 1,228,446 | 1,421,149 | 4,514,200 | 4,793,206 |
| Capital Works Total | 4,151,561 | 5,146,705 | 12,990,028 | 12,571,006 |

AUDIT COMMITTEE

The purpose of the committee is to "assist the Council in its oversight responsibilities by monitoring, reviewing and advising accounting, auditing, compliance and risk management related matters as well as to provide a forum for communication between the Council, management and the internal and external auditors.

The audit committee meets four (4) times per annum and as at 31 December 2011 has met for the second time this financial year.

Council's internal audit function reports to the audit committee and conducts regular audits on activities such as those related to the purchasing of goods and services, various risks to Council and the quality and effectiveness of Council's services. In addition four (4) major audits are conducted by external auditors each year. As at the completion of the second quarter, the external auditors have conducted audits on Council's treatment of rates debtors and Council's Maternal and Children's Health Services. The final reports for both audits will be provided to the next Audit Committee in March 2012.

SERVICE SUMMARY

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 31 December 2011.

| Department | Business Unit | Service | December Actual
YTD | December Budget
YTD | Forecast Budget | Original Budget |
|---|--|---------|------------------------|------------------------|------------------|------------------|
| Information Services | | | 745,252 | 717,305 | 1,387,701 | 1,334,901 |
| | <i>Information Communications & Technology Section</i> | | 14,983 | 12,000 | 12,000 | 12,000 |
| | | Expense | 14,983 | 12,000 | 12,000 | 12,000 |
| | <i>Information Management Section</i> | | 136,599 | 142,027 | 282,794 | 282,794 |
| | | Expense | 136,599 | 142,027 | 282,294 | 284,294 |
| | | Income | 0 | 0 | (1,500) | (1,500) |
| | <i>Information Services Unit Section</i> | | 593,670 | 563,278 | 1,092,907 | 1,040,107 |
| | | Expense | 596,115 | 569,278 | 1,098,907 | 1,046,107 |
| | | Income | (2,445) | (6,000) | (6,000) | (6,000) |
| Organisation Support & Development | | | 698,019 | 771,187 | 1,230,799 | 1,254,774 |
| | <i>Human Resources Section</i> | | 154,305 | 215,523 | 429,180 | 429,180 |
| | | Expense | 158,703 | 215,523 | 429,180 | 429,180 |
| | | Income | (4,398) | 0 | 0 | 0 |
| | <i>Organisation Development Section</i> | | 0 | 25,000 | 25,000 | 25,000 |
| | | Expense | 0 | 25,000 | 25,000 | 25,000 |
| | <i>Organisational Development Section</i> | | 124,943 | 153,535 | 307,289 | 307,289 |
| | | Expense | 124,943 | 153,535 | 307,289 | 307,289 |
| | <i>Risk Management Section</i> | | 418,772 | 377,129 | 469,330 | 493,305 |
| | | Expense | 433,538 | 392,129 | 499,330 | 523,305 |
| | | Income | (14,767) | (15,000) | (30,000) | (30,000) |
| Recreation Arts & Culture | | | 1,005,031 | 981,084 | 1,791,782 | 1,744,924 |
| | <i>Bluewater Fitness Centre Section</i> | | 205,414 | 242,476 | 502,932 | 502,932 |
| | | Expense | 560,877 | 605,968 | 1,229,932 | 1,229,932 |
| | | Income | (355,463) | (363,492) | (727,000) | (727,000) |
| | <i>COPACC Section</i> | | 317,720 | 165,712 | 331,603 | 350,603 |
| | | Expense | 501,333 | 432,050 | 864,306 | 883,306 |
| | | Income | (183,614) | (266,338) | (532,703) | (532,703) |
| | <i>Qther Leisure & Fitness Centres Section</i> | | 5,571 | 50,000 | 42,500 | 42,500 |
| | | Expense | 7,255 | 55,500 | 55,500 | 55,500 |
| | | Income | (1,684) | (5,500) | (13,000) | (13,000) |
| | <i>Recreation & Events Section</i> | | 319,511 | 342,143 | 553,048 | 587,831 |
| | | Expense | 339,702 | 355,914 | 579,898 | 614,681 |
| | | Income | (20,191) | (13,771) | (26,850) | (26,850) |
| | <i>Recreation, Arts & Culture Management Section</i> | | 156,816 | 180,753 | 361,699 | 261,058 |
| | | Expense | 156,816 | 182,253 | 364,699 | 261,058 |
| | | Income | 0 | (1,500) | (3,000) | 0 |
| Infrastructure & Services | | | 800,384 | 1,782,002 | 6,217,437 | 5,626,123 |
| Capital Works Management | | | 350,057 | 544,085 | 1,083,809 | 746,619 |
| | <i>Capital Works Management Section</i> | | 333,487 | 481,607 | 958,809 | 746,619 |
| | | Expense | 342,767 | 486,857 | 969,309 | 757,119 |
| | | Income | (9,280) | (5,250) | (10,500) | (10,500) |
| | <i>Footpath K&C Program Section</i> | | 127 | 0 | 0 | 0 |
| | | Expense | 127 | 0 | 0 | 0 |
| | <i>Parks & Reserves Program Section</i> | | 16,443 | 62,478 | 125,000 | 0 |
| | | Expense | 16,443 | 62,478 | 125,000 | 0 |
| COSWORKS | | | 1,915,228 | 1,992,020 | 3,961,552 | 3,961,552 |
| | <i>COSWORKS Management Section</i> | | 491,046 | 366,199 | 732,642 | 732,642 |
| | | Expense | 491,108 | 366,199 | 732,642 | 732,642 |
| | | Income | (62) | 0 | 0 | 0 |
| | <i>Drainage Maintenance Section</i> | | 149,264 | 286,312 | 463,072 | 463,072 |
| | | Expense | 149,264 | 286,312 | 463,072 | 463,072 |
| | <i>Livestock Selling Centre Operations Section</i> | | (82,349) | (94,437) | (182,370) | (182,370) |
| | | Expense | 195,296 | 252,555 | 511,630 | 511,630 |
| | | Income | (277,645) | (346,992) | (694,000) | (694,000) |
| | <i>Parks & Reserves Maintenance Section</i> | | 462,009 | 466,461 | 934,511 | 934,511 |
| | | Expense | 498,807 | 466,461 | 946,011 | 946,011 |
| | | Income | (36,798) | 0 | (11,500) | (11,500) |
| | <i>Private Works Section</i> | | (2,288) | (2,728) | (5,000) | (5,000) |
| | | Expense | 10,233 | 7,274 | 15,000 | 15,000 |
| | | Income | (12,521) | (10,002) | (20,000) | (20,000) |
| | <i>Road Maintenance Section</i> | | 897,545 | 970,213 | 2,018,697 | 2,018,697 |
| | | Expense | 897,545 | 970,213 | 2,018,697 | 2,018,697 |
| Infrastructure Services Management | | | 184,144 | 137,001 | 274,871 | 274,871 |
| | <i>Infrastructure Services Management Section</i> | | 184,144 | 137,001 | 274,871 | 274,871 |
| | | Expense | 184,144 | 137,001 | 274,871 | 274,871 |

| Department | Business Unit | Service | December Actual YTD | December Budget YTD | Forecast Budget | Original Budget |
|--|--|---------|---------------------|---------------------|--------------------|--------------------|
| Major Contracts | | | (1,442,749) | (789,918) | 1,155,162 | 826,388 |
| | <i>Aerodrome Section</i> | | 7,645 | 9,468 | 18,950 | 18,950 |
| | | Expense | 7,699 | 10,770 | 21,550 | 21,550 |
| | | Income | (54) | (1,302) | (2,600) | (2,600) |
| | <i>Contract Management Section</i> | | 116,932 | 108,394 | 217,009 | 217,009 |
| | | Expense | 128,159 | 129,394 | 259,009 | 259,009 |
| | | Income | (11,227) | (21,000) | (42,000) | (42,000) |
| | <i>Waste Management Section</i> | | (1,567,326) | (907,780) | 919,203 | 590,429 |
| | | Expense | 1,107,666 | 1,790,296 | 3,791,939 | 3,463,165 |
| | | Income | (2,674,993) | (2,698,076) | (2,872,736) | (2,872,736) |
| Plant Operations | | | (619,809) | (615,117) | (1,297,175) | (1,319,175) |
| | <i>Heavy Plant</i> | | (458,509) | (384,515) | (835,155) | (835,155) |
| | | Expense | (446,379) | (357,515) | (781,155) | (781,155) |
| | | Income | (12,130) | (27,000) | (54,000) | (54,000) |
| | <i>Light Plant</i> | | (161,301) | (230,602) | (462,020) | (484,020) |
| | | Expense | (161,301) | (230,602) | (462,020) | (484,020) |
| Sustainable Assets | | | 413,513 | 513,931 | 1,039,218 | 1,135,868 |
| | <i>Council Facilities Section</i> | | 161,808 | 210,802 | 454,081 | 470,081 |
| | | Expense | 161,808 | 210,802 | 454,081 | 470,081 |
| | <i>Sustainable Assets Management Section</i> | | 251,705 | 303,129 | 585,137 | 665,787 |
| | | Expense | 251,705 | 303,129 | 585,137 | 665,787 |
| Sustainable Planning & Development Services | | | 1,562,350 | 2,074,429 | 4,158,039 | 3,550,821 |
| Economic Development | | | 598,154 | 615,543 | 1,261,929 | 962,933 |
| | <i>Business Section</i> | | 297,742 | 285,117 | 600,643 | 346,647 |
| | | Expense | 312,392 | 296,613 | 677,143 | 403,147 |
| | | Income | (14,650) | (11,496) | (76,500) | (56,500) |
| | <i>Tourism Section</i> | | 300,412 | 330,426 | 661,286 | 616,286 |
| | | Expense | 477,521 | 483,168 | 966,786 | 921,786 |
| | | Income | (177,109) | (152,742) | (305,500) | (305,500) |
| Environment & Community Safety | | | 483,103 | 635,475 | 1,123,355 | 1,116,385 |
| | <i>Emergency Management Section</i> | | 100,475 | 142,895 | 283,341 | 285,341 |
| | | Expense | 170,185 | 209,923 | 455,025 | 347,025 |
| | | Income | (69,711) | (67,028) | (171,684) | (61,684) |
| | <i>Environment Section</i> | | 185,469 | 255,892 | 517,147 | 515,497 |
| | | Expense | 225,122 | 255,892 | 517,147 | 515,497 |
| | | Income | (39,653) | 0 | 0 | 0 |
| | <i>Local Laws Section</i> | | 197,160 | 236,688 | 322,867 | 315,547 |
| | | Expense | 317,562 | 311,534 | 608,567 | 601,247 |
| | | Income | (120,402) | (74,846) | (285,700) | (285,700) |
| Planning & Building | | | 515,059 | 689,228 | 1,504,136 | 1,202,884 |
| | <i>Building Control Section</i> | | 24,193 | 73,298 | 146,758 | 146,758 |
| | | Expense | 88,802 | 146,192 | 292,558 | 292,558 |
| | | Income | (64,609) | (72,894) | (145,800) | (145,800) |
| | <i>Statutory Planning Section</i> | | 328,887 | 346,603 | 688,955 | 688,955 |
| | | Expense | 433,604 | 442,255 | 885,255 | 885,255 |
| | | Income | (104,717) | (95,652) | (196,300) | (196,300) |
| | <i>Strategic Planning Section</i> | | 161,979 | 269,327 | 668,423 | 367,171 |
| | | Expense | 161,979 | 292,817 | 715,423 | 368,171 |
| | | Income | 0 | (23,490) | (47,000) | (1,000) |
| Sustainable Planning & Development Management | | | (33,966) | 134,183 | 268,619 | 268,619 |
| | <i>Sustainable Planning & Develop Management Section</i> | | (33,966) | 134,183 | 268,619 | 268,619 |
| | | Expense | 158,034 | 134,183 | 268,619 | 268,619 |
| | | Income | (192,000) | 0 | 0 | 0 |
| Grand Total | | | (14,390,371) | (9,695,813) | 2,969,348 | 1,613,928 |

OM122501-5

DRAFT APOLLO BAY TRAILS FEASIBILITY STUDY

| | | | |
|-------------|--------------------------------|-----------|--------------|
| AUTHOR: | Ian Seuren | ENDORSED: | Colin Hayman |
| DEPARTMENT: | Corporate & Community Services | FILE REF: | 11/95691 |

Purpose

The purpose of this report is to present the draft Apollo Bay Trails Feasibility Study for endorsement by Council in order to commence public exhibition in accordance with Council's Community Engagement Policy 2010.

Declaration of Interests

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

Background

Over the past 16 years, the Otway Ranges Walking Track Association (ORWTA) has aimed to develop a series of walking tracks through the Otway Ranges area, particularly in and around Apollo Bay. Initially, the ORWTA developed a proposal to construct a 70km walk between Lorne and Apollo Bay known as the Trans Otway Waterfall Walk; a visionary inland walk linking Lorne to Apollo Bay taking in a series of waterfalls along the route.

The proposed walk failed to gain full acceptance from the land manager Parks Victoria, who identified a range of issues associated with the proposed long distance trail.

The concept of the Trans Otway Waterfalls Walk was brought to a head through the development of the Barwon South West Regional Trails Master Plan, which determined that the trail was not at a point to be considered a regional trail ready for development. The Master Plan did however recommend that a series of shorter, one-day walks in and around Apollo Bay be investigated to enhance walking opportunities in the Great Otway National Park.

Following negotiations between Council officers, Parks Victoria and ORWTA, the three organisations agreed to contribute financially to the development of the Apollo Bay Trails Feasibility Study (Study). Council also agreed to act as the auspice for the project with an in-house Project Manager appointed in March 2011 to undertake the project.

As the proposal of investigating a series of walks in the Apollo Bay hinterland was under discussion, an additional shared pathway was proposed by the Southern Otway Landcare Network. Therefore, the Barham River Shared Pathway was also included into the scope of the Study.

The Study aims were:

1. To investigate the feasibility of a number of loop walks, or one-day walks, radiating from and linking to Apollo Bay.
2. To prioritise and undertake detailed planning for those walks determined feasible.

The Study considered the following walks:

- Les Nosedá Highview Trail.
- Wild Dog Trail.
- Wild Dog Falls Trail.
- Wild Dog Loop Trail.
- Wild Dog/Marriners Falls Link Trail.
- Barham River Shared Pathway.

The project brief identified that the following issues were required, as a minimum, to be considered:

- Potential routes.
- Environmental impacts (including vegetation offsets).
- Non-European cultural impacts.
- European cultural impacts.
- Implications of potential routes on land tenure.
- Estimated costs for each walk.
- Possible funding sources for the future development of the walks.
- Governance arrangements for future management and maintenance including the role of each organisation as well as community volunteer groups and individuals.

Council Plan / Other Strategies / Policy Physical Infrastructure and Assets

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

Land Use and Development

Council will engage, plan and make decisions about land use and development that takes into account the regulatory role of Council, its diverse geography, social, community, economic and environmental impacts for current and future generations.

Community Health and Wellbeing

Council will promote community health and wellbeing in partnership with other health services. Through a partnership approach, Council will provide a broad range of customer focused health, recreational, cultural and community amenities, services and facilities.

Issues / Options

The draft Study is a comprehensive investigation into the feasibility of a number of trails in and around Apollo Bay. The report is provided in two sections:

1. Section 1 – Trails Proposals Overview
2. Section 2 – Trails Analysis

Considering the size of the full report and the level of detail provided, it was determined to develop a condensed version of the draft Study for public display. Therefore, a third document has been prepared – *Apollo Bay Trails Feasibility Study Summary* – which provides a thorough overview of the project and will be released for public exhibition. The full draft Study will be available to the community should they wish to read the full detail of the report.

In developing this project, Council determined to appoint a Project Manager as a member of staff rather than engaging an external consultant. This method proved successful with the Project Manager working full time from Council's Apollo Bay Customer Service Centre. This approach allowed extensive and ongoing interaction with the community and the key stakeholders including Council officers, Parks Victoria officers, ORWTA members, Otways Tourism, the Apollo Bay Chamber of Commerce and Tourism, land owners and local businesses.

A Project Steering Committee was established to oversee the project which comprised representatives from Council, Parks Victoria and ORWTA. The Project Steering Committee was administered by the Project Manager.

To determine the feasibility or otherwise of the trails, the draft Study reviewed and assessed the routes with regard to not only the proposed routes as indicated by the community groups but also endeavored to find alternate routes when the original proposals were not realistic or unachievable.

The Barham River Shared Pathway was the only trail deemed not feasible despite over twenty route variations being explored in detail. The reasons for this trail not being considered feasible are detailed in the report.

The other five trails investigated were considered to be feasible however the cost of providing the infrastructure varies across each of the proposed trails. The draft Study recommends that two trails – the Wild Dog Trail and the Les Nosedra Highview Trail – be developed as priorities as they form the spine of the trail network, are relatively easy to implement and cost effective.

The draft Study identifies a range of benefits of developing the suite of trails in and around Apollo Bay, which clearly outweigh the cost to construct and maintain the infrastructure. These benefits, which are described in detail in the report, include:

- Health and wellbeing benefits.
- Social and community benefits.
- Environmental and educational benefits.
- Transport benefits.
- Tourism and economic benefits.

A key concern of developing infrastructure such as trails is the ongoing management and maintenance of the infrastructure. The report investigates possible governance structures and benchmarks other existing governance models. The draft Study recommends that a local level trail governance body be established, comprising representatives from the major land management agencies (Parks Victoria and Colac Otway Shire), the local community (ORWTA) and representative/s from adjoining landholders. It also recommends that there is a nominated officer within each management authority responsible for the management of trails on the land under their control to liaise with the trail management body regarding the development, promotion and management of trails as a whole.

Therefore, management of the proposed trails would be a combination of State Government, Local Government and local community. Operational budgets would need to be sought from various bodies to financially support this management and maintenance (see Financial and Other Resource Implications section).

Options

There are a number of options available to Council which are:

1. Endorse public exhibition of the draft Apollo Bay Trails Feasibility Study to commence public consultation.
2. Require further work to be undertaken to the draft Study prior to public exhibition.
3. Not support exhibition of the draft Study and cease the project.

The draft Study has been developed over a period of time and includes significant work from the Project Manager and input from the Project Steering Committee, Council officers, Parks Victoria officers and ORWTA. It has also included thorough engagement with the local community. Therefore, it is recommended that Council supports the public exhibition of the draft Study.

A further report will be provided to Council following the public consultation period that will respond to the submissions received and may make further recommendations on the adoption of the final Apollo Bay Trails Feasibility Study.

Proposal

It is proposed that Council resolves to publicly exhibit the draft Apollo Bay Trails Feasibility Study in accordance with Council's Community Engagement Policy 2010.

Financial and Other Resource Implications

The draft Study was supported by financial assistance from the following organisations:

- Colac Otway Shire \$50,000
- Parks Victoria \$50,000
- ORWTA \$3,800
- Otways Tourism \$4,545

The draft Study identifies costs to develop and maintain the walks that were considered feasible. It also provides discussion on the cost-benefit analysis to the community should the walks be developed.

Anticipated capital costs for each of the trails investigated are represented in the table below:

| Trail | Cost (By Hand) | Cost (By Machine) |
|-------------------------------------|-----------------------|--|
| Wild Dog Trail | \$275, | \$203,000 |
| Les Nosedra Highview Trail | Not applicable | \$385,000 |
| Wild Dog Falls Trail | \$197,000 | \$148,000 |
| Wild Dog Loop Trail | Not applicable | \$760,000 |
| Wild Dog/Marriners Falls Link Trail | \$76,000 | \$66,000 |
| Barham River Shared Pathway | Not applicable | \$3,244,000 (Option 1)
\$1,950,000 (Option 2) |

Note: all costs are inclusive of GST and contain allocations for surveying, environmental assessments, Cultural Heritage Management Plans, marketing and contingencies.

The draft Study determines that annual operational costs would equate to 10% of the capital cost of the trail which includes trail maintenance, marketing and promotion, asset replacement and project support.

In assessing the benefits to the community, the draft Study calculates the economic benefits of providing this infrastructure, from both local and visitor spend. The methodology used has been derived from the Barwon South West Regional Trails Master Plan as this was widely accepted by government agencies when developed in 2009.

Based on the methodology used, the economic benefits of the proposed trails would be a total spend range between \$165,000 to \$248,000 per trail. There would also be a number of jobs created through the capital development of the trails and an estimated 2-3 ongoing jobs created from each trail.

Therefore, the cost benefit analysis suggests that the payback period for the development of the trails, particularly the priority trails of the Wild Dog Trail and Les Nosedra Highview Trail, would be within 1-2 years depending on available external funding.

Currently there is limited direct revenue being generated from existing trails within the region to support the trail managers, therefore trail management funds are often dependent on agency/authority budget availability or sourcing of external grants. The draft Study discusses possible funding programs that could support the development of the feasible trails.

There are a range of Commonwealth Government, State Government and other possible funding sources for regional trails that have been identified in the report. As a rule, a local matching contribution would be required in order to access State and Federal Government grants.

Risk Management & Compliance Issues

The draft Study thoroughly examined the risks involved with developing each of the identified trails and provides some resolutions in detail. A number of issues arose from a survey carried out by the ORWTA and Council in 2009 in relation to the Highview Trail (see Community Engagement section) and are pertinent to the other trails. Other issues have arisen directly from the study and the authors' experience both past and in walking the routes, understanding the topography, interviewing adjoining landowners and internal Council and Parks Victoria officers, meeting with local groups and current government legislation.

Issues include:

- Road safety
- Land tenure, property titles and public liability
- Potential costs – capital investment and continued maintenance
- Loss of access
- Future governance – who will maintain the trails?
- Environmental impacts including flora, fauna, water and soil
- The possible affect on the 'right to farm' eg: interference with private property, stock, fences and trespassing
- Cultural impacts both indigenous and European
- Littering
- Loss of privacy.

The draft Study states that most of the risks identified can satisfactorily be resolved by various strategies which have been included in the trail details section and costed accordingly. However, several issues stand out as major possible constraints to the future development of both the Les Noseda Highview Trail and the Wild Dog Trail if they are to become true looped trails.

The most pressing risk concern is that of road safety. Short sections of the proposed Les Noseda Highview Trail and Wild Dog Trail propose to have people walking on roads. This could be an issue due to several factors including the narrowness of the road formation, the surface of the road and the tight radius of some road curves.

The draft Study includes several options which are aimed at minimising the risk to road users. Reducing speed limits, raising awareness and providing greater separation where possible between users are several strategies used around the world to address similar concerns. A local example where this has worked is the Old Beechy Rail Trail between Colac and Beech Forest. These measures will not eliminate all risks but may reduce them to at least a level acceptable to Council.

An additional option available to Council is to re-cut/realign the worst of the corners. This option has not been considered in the draft Study due to the expense of the earthworks, resurfacing, new drainage, moving fence lines, damage to private property including front yards and gardens and native vegetation removal. If this option was seen as the only agreeable solution the cost may well render the trail proposals not feasible.

Environmental and Climate Change Considerations

Considering the nature of the environment in which the proposed trails are to be located, it was important to understand the environmental considerations attributed to the development of the trails. A key focus of the investigation was to recognise and comprehend the environmental issues associated with:

- Climate
- Geomorphology
- Great Otway National Park
- Flora
- Fauna
- Fire management
- Pest plants, pest animals and diseases.

The Great Otway National Park (103,185 ha) is a park of national significance and provides for a regional, landscape-scale approach to managing biodiversity, natural resources and the provision of ecosystem services. Any development in the Park requires sensitivity to its approach.

The draft Study encompasses design principles that support environmental sensitivity which have been developed in consultation with Parks Victoria and Council officers. The draft Study also provides clear recommendations and direction to ensure environmental issues are addressed prior to any trail construction.

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 selected is consult.

The development of the draft Study was prepared using a number of approaches to engage with the local community. These included regular meetings of the Project Steering Committee, site visits with local community members, information in the Apollo Bay Newsheet and ongoing discussions with Parks Victoria. The Project Manager also manned a stall at the Barham River Festival which enabled discussion on the project and gained community views on the proposed trails.

The majority of the proposed trails do not impact directly on landowners as they are proposed to be in the Great Otway National Park. However, of the two trails that would possibly cause concern to adjacent landowners – the Les Noseda Highview Trail and the Barham River Shared Pathway – it was determined that direct communication would be the best method of engagement.

In the first instance, the draft Study used previous consultation results as a basis of its engagement strategy. In October 2009, a survey of the landowners adjoining the proposed Les Noseda Highview Trail was undertaken. A total of 239 letters were sent to each of the land owners along the proposed Les Noseda Highview Trail. Of the 91 responses received, 77 supported the proposed trail whilst 14 did not support the proposal.

Rather than again surveying the landowners, it was determined to be more appropriate to talk directly to those landowners that did not support the proposed trail. The approach was to meet with those willing, understand their concerns and discuss possible solutions which could be incorporated into the trail designs. It is important to note that not all adjacent landowners will fully support the proposed Les Noseda Highview Trail. However, the majority of the community do support the proposal and the draft Study identifies significant cost benefit to the local community.

Having the Project Manager based in Apollo Bay allowed for a positive and proactive approach to community engagement and an availability to meet face to face with the local community, business owners, landowners and interested organisations. The local business community has indicated strong support for the development of the proposed trails.

Following Council consideration of the draft Study, officers will commence the public exhibition process by advertising in the local media including the Apollo Bay Newsheet and directly contacting organisations and individuals who have previously been engaged in the project. Information about the project will be available on Council's website. Copies of the documents will be available on CD (rather than the website due to the size of the files) and for viewing in the Apollo Bay Customer Service Centre.

The exhibition period will be for a minimum of six weeks within which time written submissions can be received.

In addition, the Project Manager will be available to meet with any interested organisations or individuals to discuss the content of the draft Study.

Implementation

The public exhibition period will be implemented as outlined above and will commence in February 2012, subject to the endorsement of this report.

At the conclusion of the public exhibition period, all written submissions and comments will be received and reviewed by the Project Steering Committee. Modifications to the draft Study may be made as deemed appropriate.

Conclusion

The draft Apollo Bay Trails Feasibility Study is a comprehensive investigation of the feasibility of a number of walks in and around Apollo Bay. The study examines a range of issues associated with the trail proposals whilst also considering the cost-benefit to the broader community by developing such trails.

The draft Study recommends that of the trails investigated, only the Barham River Shared Pathway is not feasible at this time due to a range of issues including but not limited to the substantial capital cost. The draft Study recommends that the priority trails to be developed should be the Wild Dog Trail and the Les Nosedra Highview Trail.

The draft Study is extremely thorough and includes detailed sections on each of the proposed trails. The report has been developed through extensive engagement with relevant stakeholders and has been positively received by the local community.

Attachments

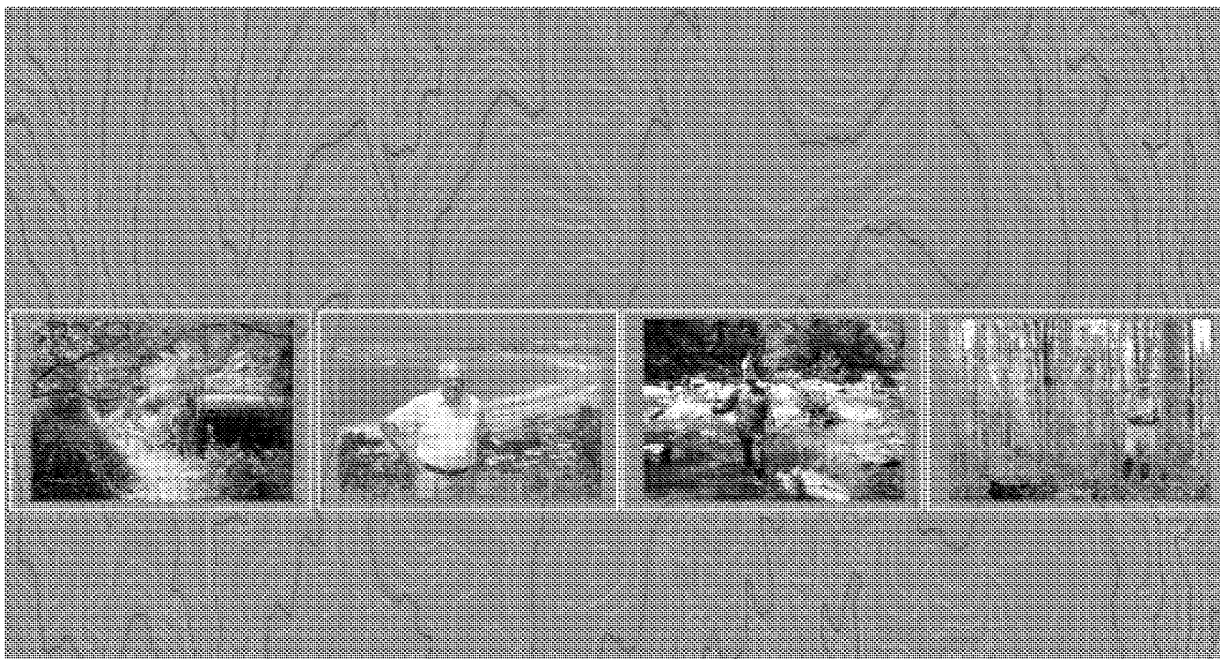
1. Draft Apollo Bay Trails Feasibility Study Summary 96 Pages

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

1. ***Endorses the Draft “Apollo Bay Trails Feasibility Study” for public exhibition and community consultation to commence early February for a period of at least 6 weeks.***
2. ***Notes that any public comment received will be analysed and incorporated where suitable to enable the plan to be submitted to Council for adoption.***

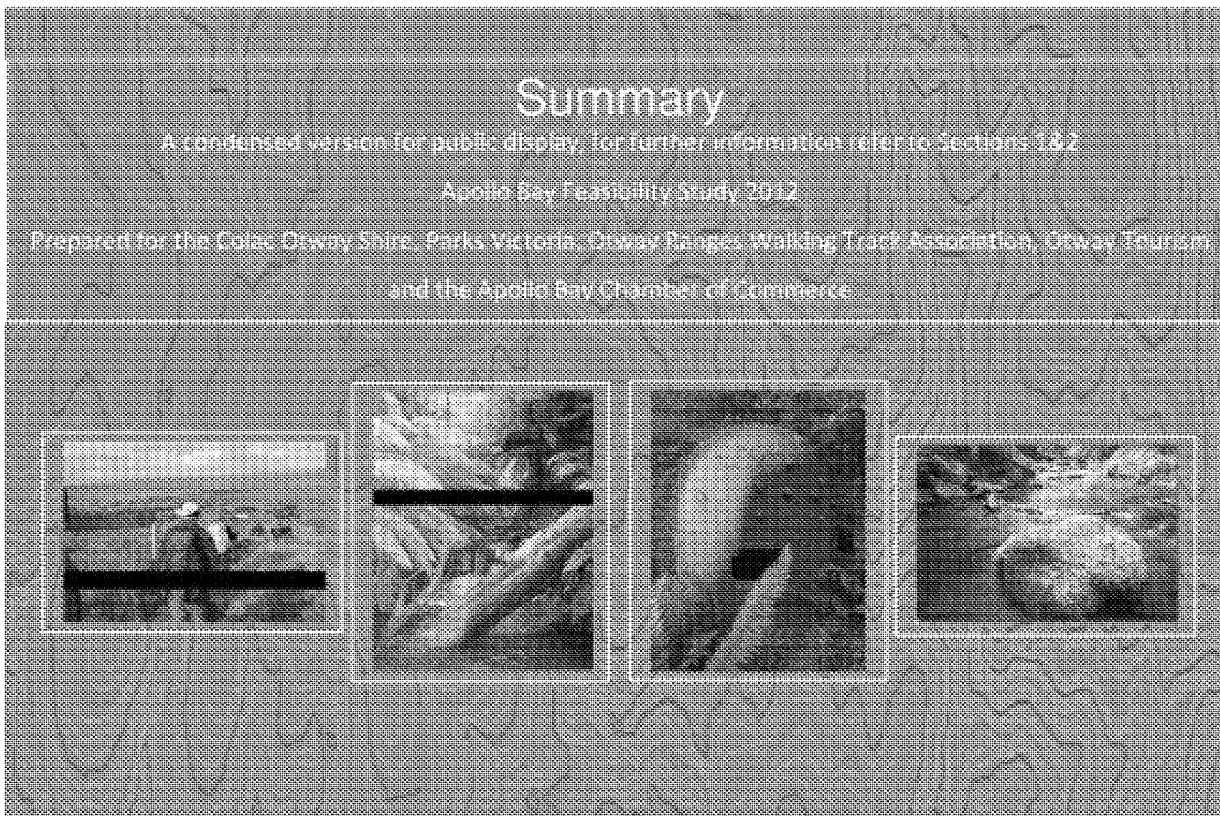
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# Apollo Bay Trails Feasibility Study

## Colac Otway Shire Parks Victoria 2012





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## 1 Acknowledgements

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### **Thank you to the Apollo Bay community.**

#### **The Apollo Bay Trails Feasibility Project Control Group:-**

Les Nosedo: Otway Ranges Walking Track Association.

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Sylvia van der Peet, Ranger: Program Coordinator, West Otway, Parks Victoria.

#### **Advice and guidance from the following contributors-**

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Ron Arnold.

Brian McKenzie (Bushy), our suffering drop-off/pickup driver.

Department of Sustainability and Environment

## 2 Summary

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This study, although initiated, funded and managed by the Colac Otway Shire in partnership with Parks Victoria, is a result of over sixteen years of perseverance to develop the walking opportunities in the Otway Ranges by the members of the Otway Ranges Walking Track Association and in particular Les Noseda. Without Les's drive and vision this study may not have become a reality.

The Apollo Bay Trails Feasibility Study has two clear objectives ,to investigate the feasibility of a number of loop walks, "one day walks" radiating from, and linking to, the Apollo Bay township and to prioritise and undertake detailed planning for those walks determined feasible.

The resulting document has reviewed seven possible trail routes between Apollo Bay, Marengo, the Barham Valley and the Wild Dog Ridge. (Refer to Map 1).

The trail routes studied include:-

1. "Les Noseda Highview Trail": This loop trail starts in the Apollo Bay Township, heads west along Tuxion and Old Tuxion Roads, utilising an unused government road reserve along the top of the ridge-line and returning to the township via Montrose Road. An estimated three to four hour return trip with spectacular views over Apollo Bay and the Barham River Valley.
2. "Wild Dog Trail": This one way trail is already used by bushwalkers. The track starts at a locked gate just off Turtons Track and extends down Wild Dog Ridge to Crow's Nest and links with the "Highview Trail" into Apollo Bay.
3. "Wild Dog Falls Trail": This trail is an extension of the Wild Dog Trail with the trail extending down to the actual Wild Dog Falls. ORTWA members have marked possible routes for this Walk.
4. "Apollo Bay – Lower East Barham Valley" or "Marriners Falls Link Trail", a one way trail is a new trail extending from the top ridge of the "Wild Dog Trail" via a new track down to the existing walking track to Marriners Falls in the Barham Valley.
5. "Barham River Shared Trail", a shared pathway from Apollo Bay along the Barham Valley, to Paradise Picnic Area.
6. Option 5 was later revised to "A shared path linking the townships of Apollo Bay and Marengo via the Barham River."
7. At the Project Control Groups' request, the Wild Dog Loop trail was included in the study. This suggestion proposes a loop trail by entering the Great

Otway National Park at the Skenes Creek-Forest road, following an old logging tramway and logging road, linking with the Wild Dog Falls Trail at the falls then following a series of disused tramways emanating from Sharps Number Three Mill site. From the mill site the trail heads north east, returning back at the Skenes Creek-Forest Road entrance. This trail could also be segmented to form a linear trail between Turtons Track (Wild Dog Trail Drop off point) and the Skenes Creek – Forest Road.

To determine the feasibility or otherwise of the trails, the study reviewed and assessed the routes with regard to not only the proposed routes as indicated by the community groups but also endeavoured to find alternate routes when the original proposals were not realistic or unachievable.

The Barham River Shared Path was the only trail deemed not feasible despite over twenty route variations being explored in detail. Given that a 'shared path' would need to be a minimum of two metres wide to accommodate walkers and cyclists (from the Austroads publication AGRD06A/09 Guide to Road Design Part 6A: Pedestrian and Cyclist Paths), of reasonable gradient and linking Apollo Bay and Marengo, the reasons for the lack of success were many:-

- Topography, i.e. two steep gullies in the unused road reserves requiring expensive bridges at two metres wide as a minimum and 100m and 60 m in length to achieve suitable gradients and widths whilst spanning the gullies.
- Restrictive access to the Airfield land and associated crash buffer zone, i.e. the trail couldn't cross it.
- Sections of the trail proposal were on private land, i.e. the land titles along the Barham River extended to the top of the riverbank (no river reserve unlike the upper reaches of the Barham). Any land use agreement with the landowners regarding this proposal could and would intrude/conflict with existing Landcare negotiations.
- A significant proportion of the trail was on a floodplain that would necessitate the entire infrastructure to be engineered accordingly creating a feasible but expensive proposition.
- An alternative entry through the Heathfield Estate was considered to access the Barham River; this option however didn't meet the project objectives of linking the two settlements.





The other trails were considered viable primarily because there were achievable existing accessible routes, consisting of used and unused road reserves together with crown land in the Great Otway National Park (GONP).

These trails are not without significant concerns that may prevent their future construction. In the GONP, construction and future maintenance costs aside, environmental considerations are of course paramount. Opening up trails into environmentally sensitive areas may, upon review by Parks Victoria, be regarded as an unacceptable risk to the environmental integrity and future health of the forest.

The Wild Dog Trail and the Les Nosedra Highview Trail both require and share access along existing gravel roads. Sharing these narrow winding roads with vehicles has been identified by all stakeholders as a potential risk to users. A range of risk mitigation strategies have been recommended such as clear signage, improving user separation by clearing roadside shoulders in conjunction with the identification, reducing speed limits and the construction of drop off/pickup points. The off/pickup points have been interspersed between Apollo Bay, Crow's Nest and Montrose Avenue and could virtually eliminate the need for pedestrian road access. These sites also build into the trail network a degree of trail length/time flexibility and allow tour operators and other commercial enterprises to tailor activities client needs.

Another aim of the trail development process was to keep the construction and future maintenance costs to a minimum and in so doing ensuring they had every chance of implementation. This was achieved by providing the most basic facility in the first instance with a clear eye on potential future upgrades by adopting an adaptive management philosophy. All the trails will have earthen walking surfaces that can be maintained by simple slashing of the route several times a year and where heavy use and or weather cause the surfaces to deteriorate gravel can be used to stabilise the trail. Contingencies such as this example have been included where possible in the maintenance budget estimates.

The method used in analysing each trail in Section Two of the main Feasibility Study Document was to simply break the route into manageable sections and apply a standard set of questions to each section; such as:-

- What is section length?
- What is the predominate type of surface?
- What are the identified issues for each section noted directly from physically walking each trail?
- What are the issues resulting from the public consultation process and how can they be resolved or managed?

All Colac Otway Planning Scheme zones and overlays as well as Parks Victoria GONP zones and overlays, cultural heritage, environmental, safety, liability issues were considered and addressed for each section as well.



Each of these subjects are expanded further in Section One of the Feasibility Study Document, and where appropriate, some discussion about the subject was included where points of interest added value to the overall knowledge of the trail or area. An example of this approach is highlighted in the Aboriginal Cultural Heritage section where a discussion concerning the past Aboriginal land use in the area proposes the utilisation of burning as a management tool hereby providing access via the Wild Dog Trail/valley to the Lake Colac area that may span several thousand years, providing a completely new perspective on walking in the Otways.

The construction of each trail has been costed using the advice, guidance and practical experience of staff from the Colac Otway Shire and Parks Victoria and together with local contractors and the authors own experience, the resulting figures provide a fair preliminary estimation of funding required to develop these trails.

Two construction methods were investigated, trail construction by hand and machine. The trail construction costs by machine, although proving significantly more cost effective may in turn trigger the requirement for a Cultural Heritage Management Plan and vegetation permits and offset vegetation plans. Cultural Heritage Management Plans for such large areas (several kilometres) can be many thousands of dollars.

Several additional studies and cost items were identified and included in the final construction cost totals. The cost summaries are in heading seven and the full cost estimate details can be found in Appendix 6 in Section 1 of the unabridged study.

Table 1. Summary of Trail Cost Estimates.

Trail	Final Cost (hand construction)	Final Cost (machine construction)
Wild Dog Trail	\$274,104.60	\$202,371.44
Les Noseda Highview Trail	N/A	\$384,700.00
Wild Dog Falls Trail	\$196,402.80	\$147,879.60
Wild Dog Loop Trail	N/A	\$759,828.96
Wild Dog - Marriners Falls Link Trail	\$75,556.80	\$65,868.00
	<b>Preliminary cost estimate 2x bridges</b>	<b>Preliminary cost estimate 1x Bridge</b>
Barham River Shared Path	\$3,243,273	\$1,949,759

The study reviews the current data relating to the social, health, wellbeing and economic benefits to the community should one or all the trails be constructed. The health benefits are well understood, however there is always difficulty in estimating economic benefits where there is scarcity of data. In summary the gross costs of a trail would be 'repaid' through the estimated gross economic benefits to the Apollo Bay area (as indicated in Table 5) within a period of 12 months (high range estimate) to 26 months (low range estimate).

The continuing economic benefits from use of the trail would clearly outweigh the ongoing estimated annual costs associated with ongoing management, promotion, maintenance and asset replacement over a 40 year cycle for the trails.

The job creation estimates would be sustained through local and visitor use of the trails and could be expected to increase over time with the quality of experiences improving with the ongoing trail infrastructure improvement and management. There is also the potential that future investors or existing tour operators may add the trails into their accessible activity base for their accommodation/tour operations and/or provide opportunities for developing new guided trail experiences.

Accordingly, it is expected that the initial investment in one or more trails will bring positive social, environmental and economic benefits to the region with the capacity to generate ongoing economic flow-ons and jobs to the region.

Having had the opportunity to work full time for the past nine months in Apollo Bay allowed community consultation to undertaken at many levels and as a result the discussions and meetings provided a unique perspective on how the trails proposals were viewed within the community. One approach has been to meet with individual landowners and in particular, to meet most of those that objected to the 2009 landowner survey for the Les Nosedda Highview Trail. The study was able to discuss in depth the issues raised with the landowners and include, where possible, partial or full resolution to those issues. As noted earlier some issues could not be fully resolved satisfactorily such as the issue of promoting the use of narrow winding roads for walkers, and the perceived intrusion into landowners' privacy.

Generally there was overwhelming support for the trails, in particular from the tourism sector who welcomed any increased infrastructure associated with and built upon, the existing nature based assets of the region. Meeting with several community groups and committees underpinned this support.

The study recommends the establishment of a trails management steering group comprising Colac Otway Shire, Parks Victoria and the Otway Ranges Walking Track Association representatives. This committee would oversee future trail construction and maintenance needs and would operate under a Memorandum of Understanding (MoU). It is proposed that the MoU would clearly define where responsibilities lay for the committees activities and in particular reinforce funding structure, volunteer activity and on-going maintenance resource allocation and management.

The final recommendation of this study proposes a priority for the trail construction sequence.

The Wild Dog Trail would form the spine of the trail network and should correspondingly be given construction priority, however due to the time and expenditure required for further detailed studies, it may well be that the Les Nosedra Highview trail would, although more expensive, be quicker to implement. The final decision rests with the respective managing authorities, the trails steering committee and of course the funding programs available.

The Wild Dog Falls trail could be implemented in full or initially as a short spur trail (minimal costs) to Sharps Number Three mill site.

The Wild Dog Loop Trail should be seen as an extension of the Wild Dog Falls Trail and could be developed later or in conjunction with the Falls Trail. This trail would be costly to implement and may not be viewed as economically feasible or environmentally acceptable.

The Wild Dog – Mariners Link Trail accesses a special water catchment area (SWCA) and requires trail excavation (benching) along an erosion prone steep hillside and together with the need for several river crossings may also be viewed as environmentally unacceptable by Parks Victoria.

The Barham River Shared Path at this point in time appears to be 'not feasible'. This however does not imply the proposal should be disregarded entirely. Should the private land along the Barham River revert to the Crown as a river reserve, the Airfield be relocated or strategically placed private land along the proposed route become available for purchase, a shared path between Apollo Bay and Marengo, linking with the existing path along the Great Ocean Road would create a significant recreational opportunity for the area.

## 3 Introduction

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### 3.1 Background to the Study

The Great Otway National Park and the Otway Ranges are notable for their sheer beauty, from dry heathlands to luxuriant cool temperate rainforest, scenic coast and several major rivers and streams. The secret of the Otway Ranges lies in the diversity of superb scenery, rugged coast line, densely timbered ridges, gently undulating foothills and hidden gorges, cascades and waterfalls within the valleys and streams. This offers a natural forest backdrop to the ocean and Bass Strait with long, straight beaches interspersed with wide rock shelves, secluded coves and bold headlands. The proposed trails in the GONP and adjacent ranges follow numerous kilometres of historic timber tramway and road formations, unused road reserves, enter historic timber mill sites, travel along numerous streams, through fern gullies, gorges and in many places traversing cliff faces. There is also abundance of fauna such as Swamp Wallaby, Ringtail and Brushtail Possum, Eastern Grey Kangaroo and the Platypus. Several rare and endangered species find refuge in the Otway Ranges. They include the Tiger Quoll, Long-nosed Potoroo and the Smoky Mouse.

The region has abundance of spectacular and beautiful waterfalls on Crown land, set in peaceful streamside settings and surrounded by magnificent fern glades. An estimate of between five hundred to one thousand waterfalls exist throughout the Otways along its waterways and many still remain hidden for the intrepid bushwalker and would take a life time to find. The forest, views, valleys, ridges and waterfalls are a major tourist and recreation attraction in the Otway Ranges for the energetic walker to explore.

Walking tours through the Apollo Bay hinterland have been occurring for many years. At first the tours were informal with Les Nosedo and other community members leading local and regional school groups and interested tourists collected from the Great Ocean Road Information Centre. These tours lead the community members to realise the potential benefits that could be gained from formalising and promoting these trails.

Over the past sixteen years the Otway Ranges Walking Track Association (ORWTA) has been aiming to develop a series of walking tracks throughout the Apollo Bay and Otway Ranges area. Initially the association developed a proposal to construct a seventy kilometre walk between Lorne and Apollo Bay known as the Trans Otway Walk: a visionary inland walk linking Apollo Bay to Lorne. The Walk despite receiving almost unanimous support from tourist organisations, local government, state and federal government representatives, failed

to gain acceptance from Parks Victoria; understandably perhaps given their existing budget constraints coupled with the proposed Trails' estimated construction costs and the resulting maintenance program required. ORWTA continued to lobby the relevant government authorities, highlighting the need for walks in and around Apollo Bay their efforts culminating in their inclusion in several significant management plans and studies. For example,

- ▶ The Parks Victoria 'Draft Recreation and Tourist Access Plan, Tourism Victoria 2008;
- ▶ 'Caring for Country, the Otways and You' Great Otway National Park and Otway Forest Park Management Plan;
- ▶ Barwon South West Regional Trails Master Plan.

These plans clearly identified a shortfall of medium length walks in the Apollo Bay hinterland and ensuing discussions between Colac Otway Shire (COS) Council Officers, ORWTA and Parks Victoria staff identified the need for a feasibility study that could be undertaken in partnership. More recently the Barham River Landcare Group indicated their interest in ascertaining the possibility of developing a local loop shared path along the Barham River. The resulting Apollo Bay Trails Feasibility Study and Detailed Planning Project was commissioned as an outcome of a funding/partnership agreement between several groups, the Colac Otway Shire, Parks Victoria, Otway Tourism, the Apollo Bay Chamber of Commerce and the Otway Ranges Walking Track Association.

### 3.2 Purpose of the Study

#### 3.2.1 Study Aims.

- ▶ To investigate the feasibility of a number of loop walks, "one day walks" radiating from, and linking to, the Apollo Bay township.
- ▶ To prioritise and undertake detailed planning for those walks determined feasible.

#### 3.2.2 Study Area.

The study area lies between Apollo Bay, Marengo, the Barham Valley and the Wild Dog Ridge. (Refer to Figure 1; Area Map below).

#### 3.2.3 Scope

Investigate the feasibility of the following tracks:-

- ▶ "Les Nosedra Highview Trail": This loop trail starts in the Apollo Bay Township, heads west along Tuxion and Old Tuxion Roads, utilising an unused government road reserve along the top of the ridge-line with spectacular views, and returning to the township via Montrose Avenue, an estimated 3 - 4 hour return trip.



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- “Wild Dog Track Trail” This one way trail is already used by bushwalkers. The track starts at a locked gate just off Turtons Track and extends down Wild Dog Ridge to Crows Nest and links with the “Highview Trail” into Apollo Bay.
- “Wild Dog Falls Trail”, this trail is an extension of the Wild Dog Trail with the trail extending down to the actual Wild Dog Falls. ORTWA members have marked possible routes for this Walk.
- “Apollo Bay – Lower East Barham Valley or Marriners Falls Link Trail”, a one way trail is a new trail extending from the top ridge of the “Wild Dog Trail” via a new track down to the existing walking track to Marriners Falls in the Barham Valley.
- “Barham River Shared Trail”, a shared pathway from Apollo Bay along the Barham Valley, to Paradise Picnic Area. Later revised to “A shared path linking the townships of Apollo Bay and Marengo via the Barham River.”

### 3.2.1 Planning

For the walks deemed to be feasible, detailed planning was required and include:

- Detailed routes
  - ✧ Provide a comprehensive analysis of the existing and proposed trails including locations throughout the Apollo Bay Region;
  - ✧ Determine appropriate definitions or classifications of the proposed trails;
  - ✧ Develop design guidelines for the proposed developments; including minimum specifications and cost estimates;
  - ✧ Document a detailed action plan, including but not limited to
    - ✧ Trail development priorities;
    - ✧ Timelines and financial requirements; and
    - ✧ Opportunities for future local, state, and federal Government funding.
- Quadruple bottom line analysis (economic, social, cultural and environmental risks and outcomes),
  - ✧ The identification of links to existing and proposed facilities and attractions.
  - ✧ Identify and assess economic and tourism benefits associated with trails;
  - ✧ Identify and assess recreation and health benefits associated with proposed trails;

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- ✧ Identify opportunities to develop and reinforce partnerships with local government, other State Government agencies and the private sector specifically with ongoing management and maintenance;
- Vegetation off-sets are considered as part of the environmental section;
- Construction governance arrangements;
  - ✧ Identify appropriate trail management arrangements for current and proposed trails, in light of current best practice;
- Post-construction governance, management and maintenance;
  - ✧ Propose initiatives that are supported by appropriate promotion, management and maintenance activities;
- Create a mechanism that engages trail planners, managers community and practitioners to regularly interact to ensure regional trail issues are addressed and activities coordinated;
- Potential funding sources for both construction and on-going management;
- Business case analysis;
  - ✧ Identify opportunities for private sector investment.

### 3.2.2 Project Outputs

The study includes the following outputs:-

- Potential routes;
- Environmental impacts (including offsets);
- European Cultural Impacts;
- Non-European Cultural Impacts;
- Implications of potential routes on land tenure;
- Estimated costs for each walk;
- Possible funding sources for the future development of the walks;
- Governance arrangements for future management and maintenance including the role of each organization as well as community volunteer groups and individuals.

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3.2.3 Methodology

The development of the Apollo Bay Feasibility Study comprised several main stages:-

Table 2. Project Methodology

Stage	Outputs and Outcomes	Timing
1. Project Start	<ul style="list-style-type: none"> <li>Finalisation of the work program;</li> <li>Finalisation of the Communications Strategy.</li> </ul>	March 2011
2. Regional and local trails analysis	<ul style="list-style-type: none"> <li>Walk the proposed trails;</li> <li>Site investigation of local existing trails e.g. Great Ocean Walk;</li> <li>Review the policy framework and existing strategies and reports;</li> <li>Preparation of preliminary definitions and criteria for regional trail selection, and principles for the development of the trails;</li> <li>Benchmarking 'best practice' of trails on a regional level trails, including Australian and international examples;</li> <li>Run monthly Project Steering Committee meetings for project update;</li> <li>On-going community consultation                             <ul style="list-style-type: none"> <li>Stakeholder Meetings;</li> <li>Individual Meetings;</li> <li>Project awareness raising, local papers/radio etc;</li> <li>Development of a feasibility audit of potential trails.</li> </ul> </li> </ul>	<p>March – September 2011</p> <p>Monthly On-going</p>
3. Analysis and Scoping	<ul style="list-style-type: none"> <li>Finalisation of the trail definition, criteria, and development principles;</li> <li>Assessment of the potential trails based on the findings of the field surveys and compilation of relevant data;</li> <li>Presentation of the proposed trails, Council workshop.</li> </ul>	<p>March – September 2011</p> <p>September 13</p>
4. Design parameters and cost estimates	<ul style="list-style-type: none"> <li>Preparation of a suite of standard trail construction details, including cost estimates for the various proposed elements.</li> </ul>	March – December 2011
5. Trail management and promotion	<ul style="list-style-type: none"> <li>Development of governance approaches for multi-tenured trails, including trail promotion across the various agencies and other trail managers.</li> </ul>	September – December 2011
6. Action Plan	<ul style="list-style-type: none"> <li>Preparation of a prioritised action plan.</li> </ul>	October 2011
7. Draft project completion	<ul style="list-style-type: none"> <li>Compilation of the draft <i>Apollo Bay Feasibility Study</i>, incorporating the findings from the earlier project stages;</li> <li>Distribution of the draft master plan to the Project Steering Committee and the key stakeholders for review;</li> <li>Present Draft document to Council;</li> <li>Distribute summarised Draft Document for community review.</li> </ul>	<p>December 2011</p> <p>Mid January 2012</p> <p>January 21 2012</p> <p>January 22 February 2012</p>
8. Final preparation of document.	<ul style="list-style-type: none"> <li>Preparation of the final <i>Apollo Bay Feasibility Study</i> for Council adoption.</li> </ul>	February 2012 – March 2012

#### 3.2.4 Study Structure:

The Feasibility Study is divided into two main sections:

Section 1 of the main Feasibility Study document provides an introduction to the project, including an overview of the methodology and purpose of the project; as well as:-

- The broad policy framework relevant to the trails;
- A review of the relevant recreation trends, trail benefits and issues, economic rationale for the trails;
- A summary of the community consultation and the main findings from benchmarking;
- An introduction of some key strategies for the proposed trails;
- Provides individual development plans for each trail.
- Provision of individual trail analysis and discussion, outlines the vision, criteria and principles to be used to assess the potential trails for planning, construction and maintenance.

Section 1 also provides preliminary costing estimates for the trails assessed as feasible in a spreadsheet format.

The section comprises the Appendices:-

- Typical construction drawings;
- Listed rare and threatened Flora and Fauna;
- Identifies the critical issues involved with the planning, development and management of the proposed trails.

Section 2 provides a section by section analysis of the trail route, identifies structural, planning, cultural and environmental responses to issues identified within that trail section.

The section also recommends construction and maintenance methods, location and planning requirements.

#### 3.2.5 Study Limitations

The field investigations were limited by:

- Time,
- Weather;
- The isolated nature of the trails' environment;
- The size of the study area;
- The length of the trails;
- The project brief which focused on the planning for the trails and some preparatory detailed fieldwork required for the construction and management of the individual trails.

As a result, further detailed investigations into particular issues identified with some of individual trails will need to be undertaken as part of the pre construction trail planning (see Section 2, individual trail sections for further detail).

Additional studies will be required to satisfy existing Victorian and Federal legislation and the various regulatory bodies and include:-

- ▶ Cultural Heritage Management Plans (CHMP): The trails are in or cross areas of cultural sensitivity and known Aboriginal Affairs Victoria (AAV) registered sites. The Aboriginal Heritage Act 2006 requires a CHMP as part of any project planning process on Crown land prior to major works being undertaken.
- ▶ Environmental Assessments, several Flora and Fauna Guarantee Act listed plants and animals are known to be in the area of the trail proposals. Facilities in water catchment and other sensitive areas may require an assessment as part of the planning process.
- ▶ Field site surveys to determine the property title boundaries and actual road reserves alignments. Several trails/sections require confirmation of on-site title line, property boundaries to ensure private property is not inadvertently used in the final trail alignment on government road reserves.
- ▶ Geotechnical reports are required to ensure structure footing design and locations are appropriate given the unstable nature of the soils, slope, vegetation type and proximity to watercourses.
- ▶ Vegetation Offset Plan; a native vegetation offset may be required for the proposed works or other actions to make reparation for the loss of native vegetation arising from the removal of native vegetation.

#### 3.2.5.1 Existing Data

Available user and visitor data regarding numbers of users, length of stay, visitor spend, activities undertaken etc. varies considerably across the region and at the level of individual trails is almost nonexistent apart from some local anecdotal evidence.

Despite these limitations, the level of investigation undertaken strongly supports the recommendations made in this feasibility study.



## 4 Study Area

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### 4.1 Regional context

Location: Apollo Bay is 112 km southwest of Geelong, situated on a bay in Bass Strait, sheltered from the prevailing weather by Cape Otway.

Population: 1,380 from the Australian Bureau of Statistics 2010 census for postcode statistical areas.

Of the seven trails reviewed for the feasibility study, five trails have been proposed for development, these five radiate out from the Apollo Bay Township via a central spinal trail, the Wild Dog trail, into the immediate hinterland of the south eastern Otway Ranges. They include the Wild Dog Falls Trail, the Marriners Falls Link Trail and the Wild Dog Falls Loop Trail these either partially access or are entirely in the Great Otways National Park, whilst the Les Nosedra Highview walk utilises made and unmade government road reserves through farmland overlooking Apollo Bay. The terrain and gradient along the trails is highly variable, from wet forest and steep slopes to comfortable walking along ridge lines in open forest or farm pasture.

The coasts, rivers, mountains, heath lands and forests of the Apollo Bay area, which includes the Great Otway National Park, provide many diverse highlights to the local community and visitor. Agricultural land, timber plantations, the Great Ocean Road, coastal towns and rural towns are also prominent in the landscape. This landscape has special value to many people, local residents and visitors, including Aboriginal communities; Aboriginal tradition indicates that the study region was part of *Country* of the *Gadubanud*, people. A rich cultural landscape linked through stories, family, tradition, lore, song, spirituality and contemporary meaning to the traditional Owners of *Country* and the many significant Aboriginal places and objects.

There are many significant historic places including sawmills, tramways and sites with a long tourism history including many sites of social importance to which people feel a strong connection.

### 4.2 Climate in the Otways.

The region enjoys a cool temperate climate with wet winters and dry summers.

Summer: the average maximum temperature in south-west Victoria across January and February is 25 degrees Celsius. Overnight temperatures vary from 8 - 15 degrees Celsius.

Winter: June to August is the coldest months in Victoria with average maximum temperatures of between 8 and 13 degrees Celsius.

The annual mean average rainfall can vary from 1937mm over 181 days at Weeaprounah on the main ridge to the north of the study area to Apollo Bay at 1054 mm over 125 days.

As with all coastal walking, the weather can be unpredictable at all times of the year. Being cooler makes the walking no less enjoyable. In fact, some of the wildest days lend themselves to walking this rugged environment.

#### 4.3 Geomorphology.

The Southern Otway Ranges are steep sloped rugged ranges, block faulted, uplifted terrain strongly dissected, especially on the southern fall, with steep sided valleys and rounded or flattened ridge crests; eroded to form deep sided valleys with rapid flowing creeks and many waterfalls; alluvial valleys along major rivers.<sup>1</sup>

The Soils are brown gradational soils associated with the Otway Ranges, sandy duplex soils associated with foothills forests, heathlands, and coastal communities.

The study area is covered by an Erosion Management Overlay Schedule 1 (EMO1) which is aimed at protecting areas prone to erosion, landslip or other land degradation processes, by minimising land disturbance and inappropriate development.

As a consequence, the trail construction methods considered in the trail analysis and development of several critical trail sections are aimed at minimising any possible negative impacts with regards to the landslip and erosion. This is achieved by following Parks Victoria trail construction benchmarks, careful trail alignment, keeping to ridgelines where possible and ensuring that where soil excavation is unavoidable the design considers such critical stability issues such as drainage and gradient.

#### 4.4 The Great Otway National Park.

A significant proportion of the trails are within the boundary of the Great Otway National Park (GONP). The Great Otway National Park (103,185 ha) is a park of national significance and provides for a regional, landscape-scale approach to managing biodiversity, natural resources and the provision of ecosystem services. The Otways contain an enormous diversity of life, with ecosystems ranging from ocean beaches to cool temperate rainforest. Seven national and Victorian bioregions are represented in the region. Many ecosystems are in good condition and are protected in areas.

Great Otway National Park is assigned the International Union for Conservation of Nature (IUCN) – World Conservation Union Category II of the United Nations List of National Parks and Protected Areas. Category II areas are managed mainly for ecosystem conservation

<sup>1</sup> [Department of Sustainability, Environment, Water, Population and Communities Heritage Database](#)

and recreation. On a state-wide basis the national park is rated as very high for the protection of natural values.

The Great Ocean Road National Landscape (which included the GONP) has been included in the National Landscapes List which contains the best of Australia's natural and cultural landscapes.

The Great Otway National Park is managed by Parks Victoria under the National Parks Act, whose aim is to preserve and protect its natural condition for use, enjoyment and education of the public, and for protection of indigenous flora and fauna, and features of scenic, archaeological, ecological, geological historic or other scientific interest. Protecting water quality and yield is the paramount consideration in managing Designated Water Supply Catchment Areas.

Other governing legislation includes:

- ▶ Heritage Act 1995 (Vic.);
- ▶ Native Title Act 1993 (Ow It h);
- ▶ Flora and Fauna Guarantee Act 1988 (Vic.);
- ▶ Wildlife Act 1975 (Vic.);
- ▶ Environment Protection and Biodiversity Conservation Act 1999 (Ow It h);
- ▶ Road Management Act 2004 (Vic.);
- ▶ Forests Act 1958 (Vic.).

Note: The conservation zone does allow limited recreation facilities e.g. there are camping facilities at the Aire River crossing to the west, this site is both a conservation zone and a Heritage River Area. Parks Victoria will make a determination based on possible impacts of the trail proposals. Bush walking is a permitted activity in the Conservation, Conservation and Recreation zones and limited in the Special Water Supply Conservation Area SWSCA overlay<sup>2</sup>

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<sup>2</sup> Page 15 Summary of Permitted Activities. Great Otway National Park management plan 2009

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Table 3. Great Otway National Park Zones and Overlays:

Zone/Overlay	Values	Zone Management Aims	Trail	Compatible with Trail Proposal Y/N
Reference Area Olangolah *DWSCA	Relatively undisturbed representative land types and associated vegetation.	Protect viable samples of one or more land types that are relatively undisturbed for comparative study with similar land types elsewhere, by keeping all human interference to the minimum essential and ensuring as far as practicable that the only long-term change results from natural processes.	<ul style="list-style-type: none"> <li>Wild Dog Trail</li> <li>Wild Dog Falls Trail</li> <li>Wild Dog Loop Trail</li> </ul>	<p>Y</p> <p>Y</p> <p>Y</p> <p>The trails are outside the reference area separated by Turtons Track</p>
Conservation	Important natural and cultural values	To protect sensitive natural and cultural environments and to provide for minimal impact recreation activities and simple visitor facilities subject to ensuring minimal interference to natural processes	<p>Wild Dog Trail.</p> <p>Wild Dog Falls Trail.</p> <p>Wild Dog Loop Trail</p>	<p>Y ;May have limiting design criteria between points 'J &amp; L' refer to trail map</p> <p>Y; trails enter this zone in the Wild Dog Creek watercourse. Conditions may prevent this trail from development.</p> <p>Y; trails enter this zone in the Wild Dog Creek watercourse. Conditions may prevent this trail from development.</p>
Conservation and Recreation	Important natural and cultural values and scope for compatible recreation opportunities	Protect natural environments and cultural features and provide for sustainable, dispersed recreational activities and small-scale recreation facilities without significant impact on natural processes	<p>Wild Dog Trail</p> <p>Wild Dog Falls Trail</p> <p>Wild Dog Loop Trail</p>	<p>Y</p> <p>Y</p> <p>Y</p>
Land Use Designation - *SWSCA	River and surrounding area significant for nature conservation, recreation, scenic or cultural heritage values	Protect significant nature conservation, recreation; scenic or cultural heritage attributes (Heritage Rivers Act).	<p>Wild Dog Trail</p> <p>Wild Dog Falls Trail</p> <p>Wild Dog Loop Trail</p>	<p>Y</p> <p>Y</p> <p>Y</p> <p>There is a draft SWCA on the East Barham River and may affect the Wild Dog Trail if enacted.</p>

\*Acronyms

DWSCA; Designated water Supply Catchment Area.

SWSCA; Special Water Supply Catchment Area.

## 4.5 Fire management

Fire is an essential component for maintaining the health and regeneration of a range of Otway ecosystems. It is an integral component of Aboriginal culture and an important management tool (Dawson 1881). There have been a significant number of major wildfires in the Otways that have caused serious loss of property and life, including the 1939 'Black Friday' fires and the 1983 'Ash Wednesday' fires. Fires in the Otways have generally been characterised by relatively large and damaging fires occurring infrequently, predominately human caused and burning from private lands into the public forests.<sup>3</sup>

### 4.5.1 Parks Victoria/GONP

The *Code of Practice for Fire Management on Public Land* (Department of Conservation and Environment 2006) provides a framework for fire management procedure and practice on public land in Victoria. The code requires fire management planning and activities to protect, as far as practicable, environmental values from the harmful effects of wildfire and altered fire regimes.

Fire management activities encompass land management burning, prevention, preparedness, response and recovery. Fire management activities are undertaken by DSE with support from Parks Victoria, the Country Fire Authority and other organisations.

### 4.5.2 Trails outside the GONP:

Council has a number of statutory functions relating to Fire Prevention and Emergency Management.

Fire prevention functions are generally operational and include inspecting properties during the Fire Danger Period, slashing land managed by Council, issuing permits to burn and managing access to standpipes. Emergency Management functions are generally more strategic and include developing and reviewing the Municipal Emergency Management Plan and Municipal Relief & Recovery Plan. Council develops and reviews these plans but also play a key role in enacting these plans when an emergency occurs.

Council have a number of responsibilities relating to fire prevention on both Council owned and managed land as well as a responsibility to the community to ensure the municipality is prepared for the fire season.

### 4.5.3 Municipal Fire Prevention Plan

The Colac Otway Shire Municipal Fire Management Plan (MFMP) outlines how Council, fire agencies and other relevant authorities and organisations will work together to prepare for, respond to and recover from major wildfire. The Plan is a sub-plan of the Shire's Municipal

<sup>3</sup> Great Otway National Park Management Plan 2009.



Emergency Management Plan (M.E.M.P.) and reflects the State Government's direction to increase integration on fire management planning between agencies and the community.

#### 4.5.4 Council Property

Council's Cosworks Unit have a work schedule to maintain Council's properties. A number of government properties are owned or managed by other agencies that have their own program of works (See PV section above), where Council are aware of issues with this land the relevant agency is notified, however Council are unable to enforce any action to require them to carry out the works, this will include the proposed trail sections inside the GONP.

##### 4.5.4.1 Slashing of Roadsides

Council's Cosworks Unit undertake a yearly program of roadside vegetation slashing to maintain Council owned and managed roadsides. This program will also include the relevant sections of the proposed trails.

#### 4.5.5 Wildfire Management Overlay

The study area (and every trail proposal) is covered by a Wildfire Management Overlay (WMO) whose purpose is to:-

- To identify areas where the intensity of wildfire is significant and likely to pose a threat to life and property.
- To ensure that development which is likely to increase the number of people in the overlay area:
  - ✧ Satisfies the specified fire protection objectives;
  - ✧ Does not significantly increase the threat to life and surrounding property from wildfire;
- To detail the minimum fire protection outcomes that will assist to protect life and property from the threat of wildfire.

#### 4.5.6 Fire Management Recommendations

It is critical that all emergency response agencies are made aware of any final trail proposals to ensure:-

- ▶ Agreed design standards are achieved that may allow access to not only the trails but also adjoining properties in the event of an emergency;
- ▶ Any emergency actions in the area are taken with consideration of the trails existence and use by the public;

Fire awareness is emphasised in all trail signage, literature, marketing and electronic media formats by:-

- ▶ Providing pre-trip contacts such as:-
  - The Country Fire Authority has a Bushfire Information Line (1800 240 667);
  - Details of DSE fuel reduction burns go to <http://www.dse.vic.gov.au/>.

#### 4.6 Colac Otway Shire Planning Scheme.

The Apollo Bay-Otway Ranges (the study area) is governed by the Colac Otway planning scheme which seeks to achieve the following objectives as set out in Section 4(1) of the Planning & Environment Act 1987.

These objectives are:-

- ▶ To provide for the fair, orderly, economic and sustainable use and development of land;
- ▶ To provide for the protection of natural and man-made resources and the maintenance of ecological processes and genetic diversity;
- ▶ To secure a pleasant, efficient and safe working, living and recreational environment for all Victorians and visitors to Victoria;
- ▶ To conserve and enhance those buildings, areas or other places which are of scientific, aesthetic, architectural or historical interest, or otherwise of special cultural value;
- ▶ To protect public utilities and other assets and enable the orderly provision and coordination of public utilities and other facilities for the benefit of the community;
- ▶ To facilitate development in accordance with the objectives set out in the points above;
- ▶ To balance the present and future interests of all Victorians.

Purposes of this Planning Scheme;

- ▶ To provide a clear and consistent framework within which decisions about the use and development of land can be made;



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- ▶ To express state, regional, local and community expectations for areas and land uses;
- ▶ To provide for the implementation of State, regional and local policies affecting land use and development.

The proposed trails are generally several kilometres long and as a result sit across a variety of Planning Zones and Overlays. The development of the trails are therefore required to meet and satisfy each of Zones and Overlays' purposes and objectives. Table 3 below summarises and lists the Zones and Overlays applicable to each trail and whether the proposals meet those respective planning objectives.

Table 4. Trail COSPS Zones and Overlays

Trail	Zones/schedules	Does the trail proposal require a planning permit? Y/N	Overlays/schedules	Does the trail proposal require a planning permit? Y/N
Wild Dog Trail	PCRZ	N	HO4	N
	Public Conservation and Resource Zone		HO5	N
	R1Z:	N	HO6	N
	Residential one Zone:		HO32	N
	RCZ:	N	HO231	N
	Rural Conservation Zone:		HO232	N
	PUZ1: Public Use Zone 1	N	EMO1	N
	RDZ1 Road Zone 1	N	LSIO	N
			DDO7	N
			SLO3	N
		WMO	N	
		ES03	N	
		ES05	N	
Noseda-Highview Trail	PCRZ	N	SLO3	N
	Public Conservation and Resource Zone		WMO	N
	RCZ:	N	EMO1	N
	Rural Conservation Zone:		DDO6	N
	INZ1: Industrial Zone	N	LSIO	N
	R1Z: residential one zone	N	HO5	N
	PUZ1: Public use Zone 1	N	HO15	N
	PCRZ	N	EMO1	N
	Public Conservation and Resource Zone		HO232	N
			WMO	N
Wild Dog Falls Trail	PCRZ	N	EMO1	N
	Public Conservation and Resource Zone		WMO	N
	PCRZ	N	WMO	N
	Public Conservation and Resource Zone		ESQ2	N
			VPO1	N
			ES05	N
Wild Dog-Mariners Falls Link Trail	PCRZ	N	EMO1	N
	Public Conservation and Resource Zone		HO231	N
			HO232	N
			WMO	N
Wild Dog Falls Loop Trail	PCRZ	N	EMO1	N
	Public Conservation and Resource Zone		HO231	N
			HO232	N
			WMO	N

Respective Land Managers have their own internal policies, guidelines and criteria, e.g. Parks Vic have separate zones and overlays in the GONP listed in Table 2 above.

## 4.7 Cultural Heritage

### 4.7.1 Aboriginal Cultural Heritage.

Adapted from the Great Otway National Park Management Plan 2009 with reference to the Aboriginal Heritage Act. 2006.

#### Aims

- Recognise and respect the cultural connections that Traditional Owners and other Aboriginal people have with *Country* within the trails.
- Provide and maintain opportunities for Aboriginal cultural connections and practices within the trails.
- Work together with the Traditional Owners to protect and enhance Aboriginal cultural heritage.

Living cultural heritage in the Otways has been sustained and nourished by Aboriginal people continuing to maintain, rebuild and advance connections to *Country*, encompassing spirituality, culture and lifestyle connections to the environment, landscape and region.

A discussion has been included in section one that puts forward the proposition of possible links between the *Gadubanud* peoples' use of land management techniques (fire) to achieve access over the Eastern Otways, European settlement of Apollo Bay from the North West and how the subsequent development of these proposed trails fit into a much broader historical context than perhaps previously thought. Although the following hypothesis is difficult to substantiate, the proposition could make the use of the Wild Dog Trail or variations of it over several thousand years old. The text also notes that the first overland European settlers also came via the Wild Dog Trail following a pre existing route probably the route as described above. The above text has been selected from *Lawrence Niewójs 'Australian University (ANU) peer reviewed paper, 'Gadubanud society in the Otway Ranges, Victoria: an environmental history'.*

#### 4.7.1.1 Cultural Heritage Management Plans

Preparation of a Cultural Heritage Management Plan (CHMP) involves a cultural heritage advisor (an archaeologist or other heritage specialist) working with Aboriginal community representatives to identify and assess cultural heritage values in relation to a proposed development or activity.

This raises the question, how do the provisions of the *Aboriginal Heritage Act* 2006 and the Aboriginal Heritage Regulations 2007 apply to the development of the trails in the Great Otway National Park and the Government road reserves?



Although all the trails are on Crown Land with similar existing vegetation types, condition and ages, there may be at least two different outcomes. The differing outcomes stem primarily from how the trails will be constructed i.e. the extent to which the previously intact land is effected by clearing by hand and/or excavation by machine.

#### 4.7.2 European Cultural Heritage

Aims:

- Protect, conserve and present places with significant historic (non-indigenous) cultural heritage values in accordance with applicable legislation, strategies and charters.
- Increase visitor and local community involvement, understanding and appreciation of Otway historic heritage, including sustainable provision of access, presentation, interpretation and promotion of selected sites.

The Apollo Bay and hinterland has outstanding non-indigenous heritage significance, related particularly to the numerous sawmilling and tramway sites dating from the 1850s, early farming pathways, settlement sites and the Great Ocean Road. A series of sites with high aesthetic value, particularly panoramic coastal settings, several waterfalls and sections of Myrtle Beech rainforest, also have high cultural heritage significance, long recognised by visitors to the Otways<sup>4</sup>.

##### 4.7.2.1 Management of heritage sites

The Colac Otway Heritage Register lists six sites that are within or adjacent to the trails:

Site	Description
HO4;	Pioneer Memorial Foreshore Apollo Bay
HO5	'Speculant' anchor Foreshore Reserve Apollo Bay
HO6	Monterey Cypress Avenue Great Ocean Road Apollo Bay
HO 32	Turtons Track Barramunga & Tanybryn
HO231	Sharp's No. 1 & No. 3 sawmills Tanybryn (GR 735310718318)
HO232	Sharp No 2 sawmill Tanybryn (GR 733775717100)

Other sites of interest include the School site at Crows Nest, the remnant farming pathways over the ridge from the Barham Valley into Apollo Bay and some old homestead sites now identified only by remnant exotic plantings such as Cypress squares, fruit trees and garden plants.

<sup>4</sup> The Parks Victoria 'Draft Recreation and Tourist Access Plan,

## 5 Key Issues

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### 5.1 Walking in Apollo Bay

#### 5.1.1 Existing lack of facilities

Trail facilities in and around Apollo Bay are either short half to one hour walks or full one to six day hikes. These five trail proposals target the gap between the existing walks by providing half to one day walking access to an area of the Apollo Bay hinterland that is currently very limited to public access.

Due to the topography, road width and construction in the Apollo Bay hinterland there are limited opportunities available for walking and cycling. The relatively flat coastal plain has been used to good advantage by the Great Ocean Road Coast Committee in constructing a shared path along the foreshore from Wild Dog Creek in the east linking with the Great Ocean Walk beginning in Marengo in the West.

The Great Ocean Walk (GOW), also on the Coastal Plain, continues to follow the coast west to Cape Otway and beyond to Gibson Steps east of Port Campbell. The GOW is accessible along its length, 'drop off' points such as the Elliot River car park allow flexibility in walk length and direction by providing walkers with a variety of options to choose from, short walks of several hundred metres to multiple day walks. There is a short walk fifteen minutes to Marriners lookout behind Apollo Bay and an hour return walk to Marriners Falls in the Barham River Valley. Other short walks in the region such as Triplet Falls require at least an hour's drive from Apollo Bay.

### 5.2 Issues surrounding the trail proposals

The Trails Issue paper (from Appendix 1) examines the issues identified from the community consultation and subsequent site investigations associated in the writing of this study and provides some resolutions in more detail. Many issues arose from a survey carried out by the ORWTA and COS in 2009 in relation to the Nosedra Highview Trail and are pertinent to the other trails. Other issues have arisen directly from the study and the authors' experience in walking the routes, negotiating the topography, interviewing adjoining landowners and internal Colac Otway Shire and Parks Victoria officers, meeting with local groups and current government legislation, some of the issues listed include:-

- Road Safety;
- Land tenure, property titles and the issue of public liability;

- Relevancy;
- Potential costs; Capital investment and continued maintenance;
- Loss of access;
- Future Governance; i.e. who will maintain them?
- Environmental impacts, Flora, Fauna, water and soil;
- The possible affect on the 'right to farm' i.e. people interfering with private property, stock, fences and trespassing;
- Cultural impacts both Indigenous and European;
- Littering;
- Loss of privacy.

Most can satisfactorily be at least partially resolved by various strategies, these have been included in the Trail Details section and costed accordingly. However several issues stand out as major possible constraints to the future development both the Les Nosedra Highview trail and the Wild Dog Trail if they are to become true looped trails in and around Apollo Bay.

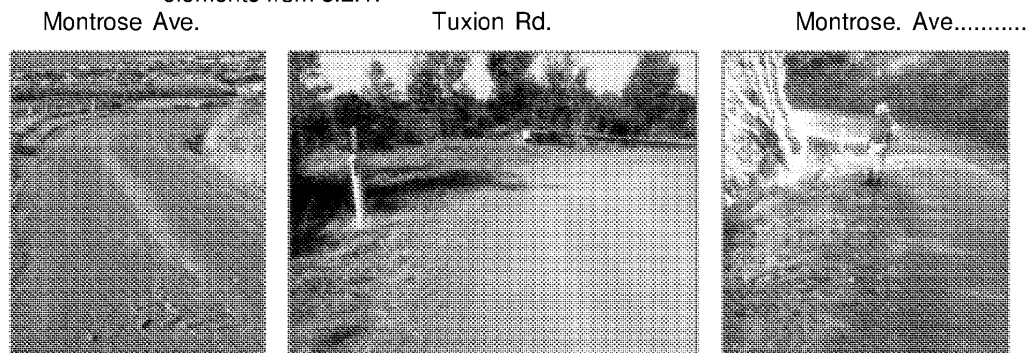
### 5.2.1 Road Safety

Currently, cycling and walking on the roads behind Apollo Bay is constrained by several factors:

- The gradient;
- The narrowness of the road formation;
- The surface of the road ;
- The tight radius of some road curves.

These four elements combine to make walking and cycling a potentially hazardous activity to all users and have in the past contributed to the lack of accessibility and restricted walking and cycling in the Apollo Bay hinterland.

Figure :1 Montrose Avenue and Tuxion Road have several corners that combine the four elements from 5.2.1.



In the Trail Details component (Section 2) of this study, several options have been included which are aimed at minimising the risk to road users. Reducing speed limits, raising awareness and providing greater separation where possible between users, are several strategies used around the world to address similar concerns (a local example would be the Old Beechy Rail Trail between Colac and Beech Forest). Some proven strategies include:

- A range of targeted signs intended for the cross section of road users aimed at raising awareness as to the risks inherent on the roads. These signs consist of both regulatory and non regulatory signs, for example 'Local Road Only' 'Pedestrians Ahead', 'No Access to.....' etc. To be determined by the COS infrastructure department.
- A recommendation for the reduction of the existing speed limit from 100kph to a maximum of 50 Kph. An application to Vic Roads is required.
- Enhancing user separation by increasing the width of the road shoulder where practical through levelling and sheeting, ensuring vegetation is trimmed behind the shoulder, grassed road verges are slashed regularly, and drains, culverts and other obstacles are cleared for high visibility.
- Providing 'Drop-Off' points along the trails that will in effect eliminate the walker /vehicle conflict. This approach however does put more vehicles on these sections of roads.

These measures will not eliminate all the risks but may help to reduce them to at least a level acceptable to Council.

A fifth option is available to Council, which is to re-cut and or re-align the worst of the corners. This option has not been considered in this study due to the expense of the earthworks, resurfacing, new drainage, moving fence lines, damage to private property including front yards and gardens and native vegetation removal. If this option was seen as the only agreeable solution the cost may well render the trail proposal not feasible.

#### 5.2.2 The Loss of Privacy

This issue is hard to define as the level of loss depends on the individual view. Although the trails do not pass by residences on the unmade road reserves it does on the made roads.

Solutions such as screen plantings and route realignment have been considered as ways of increasing privacy and may be successful in some instances, for some people the thought of a formal trail along their back fence line is in itself an intrusion.

## 6 A Case for Walking

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Homo sapiens are walking animals. Walking is a fundamental activity for physical and mental health, providing physical exercise and relaxation. It is a social and recreational activity. Environments that are conducive to walking are conducive to people. Walking is also a critical component of the transportation system, providing connections between homes and transit, parking lots and destinations, and within airports. Often the best way to improve another form of transportation is to improve walkability.

Walking can be considered the most basic form of transport for the following reasons:

- It is universal. Virtually everybody walks and virtually all trips include walking links.
- It is very affordable. Economically and socially disadvantaged people tend to rely heavily on walking for transport.
- It provides connections between other modes of transport. Automobile, transit and air travel trips all depend on walking.
- It provides additional benefits, including exercise and enjoyment.

In this paper we adopt the description of a trail given in the Victorian Trails Strategy 2005 – 2010 as “a defined path, route or track which often traverses natural areas and is used by people for non-motorised recreation such as walking, cycling, mountain biking and horse riding”. We have used track and trail interchangeably.

### 6.1 Why do we need “walking” trails?

The need for trails specifically for walkers is driven by the promotion of recreational walking as a means of:-

- Enabling people to recharge their vitality and enhance their health and wellbeing through quiet, leisurely and contemplative enjoyment of the natural environment with others of like mind or in a solitary way;
- Getting more people to understand and value the natural environment;
- Increasing social interaction and strengthening communities;
- Meeting the needs and expectations of recreational walkers in terms of the best amenity for their activity.

Other benefits are:

- Links – increasing the usage of existing trails through links with other points of interest;
- Local tourism;



- ▶ Helping protect and/or improve the management our natural estate.

## 6.2 Trail User Numbers

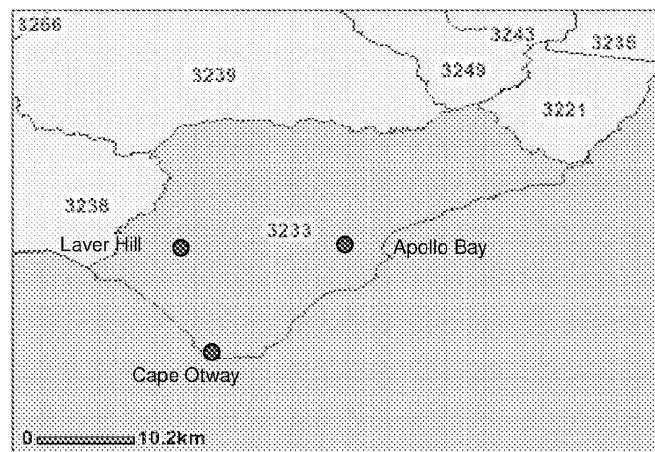
### 6.2.1 Local user number estimates.

As noted earlier the potential local user numbers for the trails is hard to gauge given the lack of empirical data collected over time.

The Otway Ranges Walking Track Association has forty registered members not all of these live locally but it does indicate a strong local interest in walking. The ORWTA monthly walks attract walkers from across the region (Geelong and the South West) and Melbourne. Unfortunately the group does not log participant numbers. However some broad calculations of local users can be made to provide some guidance to decision makers when considering these trails.

In the 2010 Census (held on 8th August 2006), there were 2,110 persons usually resident in 3233 (ABS statistical area - Postal Area): 50.7% were males and 49.3% were females.

Figure :2 Map of Post Code 3233 area. ABS census area.



Combining the Exercise, Recreation and Sport Survey (ERASS) 2010 activity percentages for 'walking and bushwalking' (46.2% & 4.6% respectively) and applying them to the 3233 post code population, 819 local people may consider using the proposed trails at least once each year.

The possible walking numbers can also be derived from the ABS figure Colac Otway Shire. Population as of 2006 was 19,867 therefore possible walkers would number 8185. It is recognised that these numbers are hypothetical however once the infrastructure has been built and marketed these numbers may not be too far removed from what could be expected.

### 6.2.2 Visitor numbers

Market research conducted for the *Victorian Nature Based Tourism Strategy (2008)* revealed that:

- ✦ Victoria received 8.1 million day trips and 6.3 million domestic overnights from domestic nature-based visitors<sup>5</sup> in the Year ending June 2007;
- ✦ There were 21.9 million nature-based tourism visitors' nights resulting from this market;
- ✦ The main domestic nature-based tourism markets were Melbourne (59%), regional Victoria (22%) and interstate visitors (20% of which nearly half were from NSW);
- ✦ 37% of domestic overnight visitors undertook at least one nature based activity during their stay;
- ✦ Going to the beach, bushwalking or rainforest walks, visiting National Parks or State Parks and picnics/barbeques were the highest nature-based tourism activities undertaken by the domestic visitors (but at levels well below that undertaken by international visitors); and
- ✦ High interest by domestic visitors in Victoria's National Parks especially those located close to Melbourne e.g. Dandenong Ranges National Park, Great Otway National Park and Yarra Ranges National Park.

Tourism Victoria market research shows the following trends for the Great Ocean Road Region over the period 1999-2008:

- ✦ A decline in domestic daytrip visitation numbers of 9.4% (as compared with Regional Victoria decline of 10.8%);
- ✦ A decline in domestic visitation of 2.5% (as compared with Regional Victoria decline of 7.3%); and
- ✦ An increase in international visitors of 34.7% between 2000- 2008 (as compared with Regional Victoria increase of 30.4%).

However during 2007-2008 there was a significant increase of 11.6% in domestic daytrip visitors and 7.9% of international visitors to the Great Ocean Road Region with only a small decline of 0.5% in domestic visitation. The average annual growth rate (AAG) in visitor numbers to Geelong and the Western part of the Great Ocean Road Region are shown in Table 4 below.

<sup>5</sup> A nature-based visitor is defined as a visitor who undertakes at least one nature based tourism activity during their visit. The most popular activities are going to the beach, bushwalking or rainforest walks, and visiting national parks and state parks. Tourism Australia has referred to this market as being 'experience seekers' in the international market. The Victorian NBTS has classified visitors into two types of nature-based tourism visitors. These are 'skilled in nature' or 'comfort in nature' seekers. The 'skilled in nature' seek out harder physical challenges are more self-reliant and represent 15% of nature based tourism visitors. The 'comfort in nature' has a more casual interest in nature but still seeks out immersive experiences and requires a greater range of services accounting for 85% of the nature based tourism market.

Table 5. Average Annual Growth in Visitors to the Geelong and Western Region

	Geelong %	Western Region %
AAG for Domestic day trippers 1999-2008	-3.2	1.7
AAG for Domestic visitors 1999-2008	-1.9	0.7
AAG for International visitors 2000-2008	3.9	3.5

The table indicates that the western part of the region (includes Apollo Bay) has been generally increasing its market share of visitors over time.

### 6.2.3 Visitor's use of trails

There is little available information about visitor use of trails within the region. However, from the Tourism Victoria 2008, 'Victoria's Nature Based Tourism Strategy Plan 2008-2012', the five most popular activities undertaken by the domestic market are 'Go to the beach' (52.5%), 'Eat out at Restaurants' (48%), 'Visit friends and relatives' (42.9%) and 'General sightseeing' (31.6%). However Parks Victoria's Visitor Satisfaction Monitors from 2002 and 2004 indicate walking (28%) and sightseeing (28%) as the most popular activities undertaken with short walks (up to one hour) being undertaken by 84%, long or day walks (8.5%), cycling (2.5%) and jogging/running (1%).

The majority of walkers (61%) were from Melbourne, 25% interstate, and 11% from overseas. The 'Travel to Warrnambool 2007/2008 Warrnambool Visitor Survey' indicated that 'walking the promenade' was the fifth most popular activity undertaken (60%) by visitors.

Parks Victoria research also calculates that the Great Ocean Walk (GOW) attracted approximately 44,000 people walking sections of the track in 2007<sup>6</sup>. The research was based on use of track counters and on-site interviews at nine sites during 2007, however there isn't any breakdown of this total, how many were local repeat users, interstate etc.

For Victoria, the domestic nature-based tourism growth from 2006 to 2016 is forecast to remain stable. It is expected that the growth in the international nature-based tourism market will grow the market share of visitor nights from 56% in 2006 to 66% in 2016, resulting in the domestic market share falling from 44% to 34% over this time period. For the international market, the 'experience seekers'<sup>7</sup> constitute 30% to 50% of the long haul market (Tourism Australia) and are a strong potential market for Victoria provided the right product is available. Visitation is expected to grow from 1.11 million visitors in 2006 to 1.61million visitors in 2016 with China

<sup>6</sup> Parks Victoria 2008. Great Ocean Walk Pedestrian Monitoring Project

<sup>7</sup> The 'experience seeker' is looking for products that will deliver authentic personal experiences, self-fulfilment, engagement with the locals, active learning, adventurous, provide variety and contrast with experiences of their day-to-day lives

being the largest source market (growing by over 200% to reach 409,000 visitors). It is also expected that the current core markets for Victoria - North America, New Zealand, Germany and the UK will grow significantly contributing an additional 840,000 visitors.

The Victorian Nature-based Tourism Strategy 2008-2012<sup>8</sup> identifies the current lack of high-yielding visitor experiences in regional Victoria and the need to develop such experiences to capture the expected growth in nature based tourism visitors to Australia over the next decade. Market research<sup>9</sup> has indicated that the key campaign region of the Great Ocean Road was perceived as offering the highest natural attraction (40%) following by the Grampians (11%) and Victoria's High Country (10%). The Great Ocean Walk is currently seen as Victoria's best prospect for a market-ready nature-based tourism walk product that could generate high-yielding visitor interest.

The major benefits of the GOW being positioned as a leading walk product for Victoria is that it

- Connects to the high market awareness of the Great Ocean Road, Twelve Apostles and Great Otway National Park;
- Helps strengthen the position of Victoria for the growing nature-based tourism visitor market;
- Will be a catalyst for increased visitor stay and spend;
- Will bring economic benefits to the region but also flow-on benefits to the wider tourism industry;
- Has the potential to be a valued leader that derives market interest support for the emergence of other walk products in Victoria such as the proposed walks in the Apollo Bay; and will provide a showcase model demonstrating the capacity of Parks Victoria to manage outstanding nature-based tourism experiences.

In summary, the Apollo Bay - Otway Region is well-positioned to attract more visitors that will undertake activities associated with the proposed trails. The domestic and international visitor market has been growing in recent years and the proposed investment into developing these trails will strengthen the awareness and positioning of the region as a stronger destination for trail-based activities. The current study identifies five potential local trails for future investment and upgrading that will extend the choice of experiences available to the local community, as well as intrastate, interstate and international visitors.

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<sup>8</sup> Tourism Victoria 2008. Victoria's Nature-based Tourism Strategy Plan 2008-2012. This report was prepared in collaboration with Parks Victoria, Department of Sustainability and Environment and in consultation with the tourism industry, local government and key environmental and conservation groups.

<sup>9</sup> Roy Morgan Research. Regional Awareness and Perceptions Surveys conducted in 2001, 2003 and 2005.

It is from this areas existing high profile nature based attractions that the five proposed trails seek to 'piggy back on' or link directly to.

The Great Ocean Road Visitor Information Centre (GORVIC) is the starting/ending point for the Wild Dog Trail and the Les Nosedda Highview Trail. This centre recorded 164,008 visitors (local, intrastate, interstate and international) in 2010 and although no further analysis was done by GORVIC, anecdotal evidence from staff indicates a high interest level of visitors in local walks. This is partially supported by the number of walk related brochures and books available to and picked up by visitors to the centre.

Therefore if the percentages are applied to the GORVIC visitor number, a potential trail user number for visitors can be estimated as a conservative 10,000 per annum.

### 6.3 Potential Benefits of Trails

The following is an overview of the well documented and generally accepted benefits of recreational trails. There is a large body of work available on the benefits of trail development to be found overseas and it is only recently local research is being undertaken to get a local perspective through studies such as Associate Professor Sue Beeton's '*Beeton, S. (2010) Regional community entrepreneurship through tourism: the case of Victoria's rail trails*' and '*Regional Communities and Cycling: The case of the Murray to Mountains Rail trail, Victoria, Australia*'. Although Beeton's work focuses on Rail Trail economic value to communities it provides planners with a general guide to the value of trails in general. Unfortunately there has not been any equivalent work targeted at walking trails. However it can be safely assumed that what has been found overseas can generally be applied not only to Australia but locally as well. Although not exhaustive, the summary does provide a substantive rationale for the government and other stakeholders to be involved in, and to work together towards developing quality regional and local trails.

The benefits have been listed under the headings of:

- Health and wellbeing benefits;
- Social and community benefits;
- Environmental and educational benefits;
- Transport benefits; and
- Tourism and economic benefits.

#### 6.3.1 Health and Wellbeing Benefits

Health and wellbeing benefits include:



- ✦ People who use trails may experience improved fitness;
- ✦ Health and wellbeing;
- ✦ Opportunities to undertake a range of informal recreational activities, in a safe environment, individually, or in a group.

With increasing attention given to obesity and the need to increase rates of physical activity, planners are beginning to recognise the need for safe and accessible environments, such as trails that encourage physical activity and help to improve the health and fitness of local communities<sup>10</sup>.

### 6.3.2 Social and Community Benefits

Social and community benefits include:

- ✦ Trails provide for an egalitarian form of transport - walking or riding a bike is an accessible and cheap form of transport;
- ✦ Communities with recreational trail networks experience improved safety and reduced crime through an increased physical presence in public open space areas;
- ✦ People who use trails interact with each other, fostering a sense of community and pride of place;
- ✦ Off road trails provide a safe and controlled environment for the aged, children and the inexperienced to be physically active, particularly in cycling and horse riding;
- ✦ Trails linked to open spaces can add to the level of passive surveillance of public spaces and facilities;
- ✦ The development of trail facilities which are well-suited to the needs of the community can alleviate issues associated with illegal trail construction (e.g. the development of walking trails in inappropriate locations such as watercourses in National Parks, with a poor standard of safety); and
- ✦ New opportunities for community volunteering – skills development, enhancing sense of place and socialisation. As well as a sense of ownership in the trail.

In the region and elsewhere, trails construction and maintenance have provided the opportunity for meaningful tasks for offenders in the Justice system serving community based orders or in diversion programs<sup>11</sup>. Successful trails also add to the sense of place to a region and to a community's pride in its place.

<sup>10</sup> Gebel, K, King, L, Bauman, A, Vita, P, Gill, T, Rgby, A and Capon, A (2005) *Creating Healthy Environments: a review of links between the physical environment, physical activity and obesity*, NSW Health Department and NSW Centre for Overweight and Obesity

<sup>11</sup> Phillip Pettingill, Barwon South West, Department of Justice Regional Coordinator. BSWRTMP

### 6.3.3 Transport Benefits

Transport benefits can include:

- Trails can provide linkages between settlements or suburbs that serve transport as well as other needs;
- Help to reduce traffic and parking congestion when cycling or walking is used as a form of transport;
- Cycling and walking, particularly for short trips, reduces the overall expenditure on car maintenance, fuel and parking;
- Trails use land more efficiently than other forms of transport;
- There may be lower road construction and maintenance costs in the long term if trails contribute to the alternative means of transport system; and
- Existing infrastructure can be retrofitted to allow for the development of alternative transport routes, resulting in cost effective multiple transport options.

### 6.4 Tourism and Economic Benefits

Tourism and economic benefits include:

- Trails can play an important part in the tourism experience for people visiting regional Victoria. They provide the vehicle for people to access experiences unique to the region (such as natural, cultural and historic sites), or provide space to undertake a particular activity;
- Creation of jobs as a result of trail construction and maintenance;
- Having quality trail facilities attract visitors and may encourage visitors to stay longer and, in turn, spend more money locally;
- Trail based events and competitions have the potential to attract tourists to particular areas;
- Purpose built trails may attract niche tourism markets (e.g. bushwalking, mountain biking, canoeing, kayaking, etc.);
- Improved health obtained through use of trails may result in a reduced financial burden on the health care system and/or greater productivity at work;
- Trail users spend at local businesses when purchasing equipment and supplies (such as shoes, boots, bikes, clothing, other gear and food), along with ongoing costs of maintaining equipment such as bikes;
- Trails may increase property values in houses adjacent to well developed trail networks;

- ▼ High quality trails and trail networks provide commercial business opportunities (e.g. tour and guiding companies, transport companies and equipment hire companies); and
- ▼ Trails add to the 'lifestyle' of the region – economically this is rewarded as making a town/city a good place to work;
- ▼ An attraction for industry or small business to locate in the region.

### 6.5 Estimate of Cost Benefits

This section reviews the available visitor and resident statistics (from 6.2) to determine whether there may be a positive community economic benefit to be achieved from the construction of one or more of the proposed trails. It is not anticipated that the trails will be an economic boon to the local community on their own but will contribute to and enhance the existing facilities, infrastructure and other attractions in the area. The outcome of this analysis should also not be viewed in isolation but considered together with all the benefits previously acknowledged that can be derived from the development of these trails.

There is a significant lack of data on which to develop reliable indicators of the economic and other benefits of the regional trail network. No data was available for any of the existing local trails (mainly GOW) that provides details on the numbers of users, origin of the user, their frequency of use, and their direct spend on the use of trails (as opposed to the amount spent while they are visiting the region)<sup>12</sup>.

Nevertheless, a calculation of the economic benefits associated with the trails has been attempted using a range of variables including the estimation of visitor spend and the potential long term job creation that this generates in addition to jobs created during trail construction. Previous feasibility studies have been reviewed as regards to the likely trail spend that a day or overnight visitor expends within the region. Whilst these studies use the entire average daily spend for visitors in their region, they assume that local trails are only likely to be part of the experience being sought by most visitors. They base their average spend on transport, accommodation, attractions, services and food and beverage per day only a portion is directly related to the use of a trail.

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<sup>12</sup> In reality, very little research information is available on trails within the region. Whilst work has been undertaken on the feasibility of commercial walks elsewhere in Australia, this information is not considered directly useful for these trails.

Some available research<sup>13</sup> backs this assumption up, generally showing that a very high proportion of the visitor market seeks short trail experiences and thus only a proportion of their daily spend relates to trail use.

It is also unlikely that local trails will be the main trigger for attracting the bulk of visitors to the region – it is more likely that these trails will compliment and add value to the total visitor experience provided by the wide mix of product and activities available in the Apollo Bay region. However, it is recognised that for some users, especially day-trippers and some overnight users especially from Melbourne, use of a local trails may be the prime reason for visiting the region (this is particularly so for bushwalkers who will travel to a region to specifically do a bush trail).

The following method of 'user spend' (a tourism industry term) or community economic benefit has been adopted from the Barwon South West Region Trails Master Plan. As this plan has been widely accepted and adopted in the region by State and Local Government agencies, the calculation methods used have been continued for consistency.

Consequently for the purpose of the study, a gross estimate of potential economic benefits has been calculated as follows:

- An estimate of the proportion of local residents (based on the population of residents within the postcode 3233 ABS census area within which the trails are located) and visitors (number of day trippers, intrastate, interstate and internationals taken from visitor statistics for the Geelong Otway tourism area and the overall visitor numbers to the Great Ocean Road Visitor Information Centre (GORVIC) using the trail was made as both a low and a high figure<sup>14</sup>.
- An average daily spend of \$2 was estimated for local users<sup>15</sup> and \$10 for visitors<sup>16</sup>.
- Numbers of users and estimated expenditure were then multiplied to get a total low and a high range of expenditure for all users.

<sup>13</sup> For instance 84% of those visitors using trails outside of metropolitan areas within Victorian National Parks are undertaking short walks (less than 1 hour) with 8.5% undertaking a long walk (more than 4 hours) or day walk [Victorian Trails Strategy 2005-2010].

<sup>14</sup> A review of sport and recreation participation rates for trails in Victoria and allowing for very variable levels of frequency and accessibility to the proposed regional trail, an assumption of 30% participation was used for the low range and 50% for the high range. Accordingly this allows for frequent users of the trail to compensate for those unlikely to use the trail. A review of sport and recreation participation rates for trails in Victoria and allowing for very variable levels of frequency and accessibility to the proposed regional trail, an assumption of 30% participation was used for the low range and 50% for the high range. Accordingly this allows for frequent users of the trail to compensate for those unlikely to use the trail.

<sup>15</sup> The \$2 spend/trip was based on judgement of likely spend (given the high use by local residents for regular recreation) and past survey findings (e.g. Mundaring Shire Council research in WA during 2001 indicated an average \$1.44 spend per person per visit). No allowance has been made for the purchase of recreational equipment, if required for the trail, and it is assumed that most local users would be using this equipment on trails/activities other than the regional trails over an extended time period.

<sup>16</sup> The average spend of \$10 per person per trip is considered to be a realistic average spend based on review of past surveys and experience. It assumes that the majority of visitors will be undertaking limited time on the regional trails as part of their overall visitor experience and that applying the average spend compensates for the smaller number of visitors where the trail is the main purpose of the visit.

Table 6 shows the results of the above approach. It estimates that the local users could spend between \$1,266 and \$2,110 per annum if one trail e.g. Les Noseda Highview Trail was constructed. It is estimated that visitors to the Apollo Bay area may spend between \$165,000 and \$248,000 per annum in relation to the use of the same trail.

A general understanding within the tourism industry is that an expenditure of about \$80,000 per annum will directly create the equivalent of one job and that a multiplier of 1.3 will create indirect employment within the region. This suggests that some 2 - 3 jobs would be directly created by the Les Noseda Highview Trail and some 3 - 4 jobs would be indirectly created. The figures in Table 6 shows an equal spend for each of the trails, this because the user numbers cannot be differentiated or split in favour of one trail over another due to all the trails being in the same geographic area and hence have the same user estimates.

### 6.6 Cost Benefit to the Community

Realistically the two priority trails or those considered most feasible in the short term by this study are the Wild Dog Trail and the Les Noseda Highview Trail.

From the cost estimates, construction costs would be respectively:

- Wild Dog Trail - \$274,000;
- Les Noseda Highview Trail - \$385,000;
- Totalling \$659,000 in construction costs.

Therefore, in addition it is expected that the equivalent of 5-6 jobs could be created during construction, assuming that works are commercially undertaken, an expenditure of \$659,000 (see Tables 5 & 6 ) and that wages, on-costs and profit are valued at \$120,000 per person per annum.

#### 6.6.1 Example: Wild Dog Trail Cost benefit analysis

If the Colac Otway Shire and Parks Victoria together applied for a Community Facility Funding Program for the construction of the Wild Dog Trail each would need to contribute for this 2:1 State Government Grant.

If the total cost of the Trail is \$274,000, from the cost section analysis the COS/PV expenditure ratio would be roughly be 50/50 therefore:-

- Cost to COS = \$45,000.
- Cost to Parks Vic = \$45,000.

Parks Victoria is a State Government authority and is funded from state government general revenue not directly from the local community; therefore their contribution would also represent a capital financial injection to the local area.



Therefore by developing the Wild Dog Trail the local economic benefit in the first year would consist of:-

- ✦ An initial capital investment of approx \$230,000 (not including COS contribution);
- ✦ A direct local economic benefit of approximately \$165,000 (Table 6);
- ✦ The direct creation of 2-3 jobs;
- ✦ Value adding to the local tourism operators by broadening nature based activity options.

In summary, the gross costs of a trail would be 'repaid' through the estimated gross economic benefits to the Apollo Bay area (as indicated in Table 6) within a period of 12 months (high range estimate) to 26 months (low range estimate).

The continuing economic benefits from use of the trail would clearly outweigh the ongoing estimated annual costs for the regional trails associated with ongoing management, promotion, maintenance and asset replacement over a 40 year cycle.

The job creation estimates could be sustained through local and visitor use of the trails and would be expected to increase over time with the quality of experiences and ongoing trail improvement and management. There is also the potential that future investors or existing operators may add the trails into their accessible activity base for their accommodation/tour operations or provide opportunities for developing new guided trail experiences.

Accordingly, it is expected that the initial investment in one or more trails will bring substantial social, environmental and economic benefits to the region with the capacity to generate ongoing economic flow-ons and jobs to the region.



Table 6. Estimate of Economic Benefit of Local Trails.

Trail	Special Day Trips			Visiting Trips			Estimated Spending	Estimated Spending	Estimated Spending	Estimated Spending	Estimated Spending	Estimated Spending	Estimated Spending	Estimated Spending	Estimated Spending	Estimated Spending	Estimated Spending
	Estimated Spending	Estimated Spending	Estimated Spending	Estimated Spending	Estimated Spending	Estimated Spending											
1 Wild Dog Trail	633	\$1,266	1055	\$2,110	16401	\$164,008	24601.2	\$246,012	30-50% Locals 10-15% Visitors	\$165,000 \$248,000	2-3 jobs						
2 Noseda Highview Trail	633	\$1,266	1055	\$2,110	16401	\$164,008	24601.2	\$246,012	30-50% Locals 10-15% Visitors	\$165,000 \$248,000	2-3 jobs						
3 Wild Dog Falls Trail	633	\$1,266	1055	\$2,110	16401	\$164,008	24601.2	\$246,012	30-50% Locals 10-15% Visitors	\$165,000 \$248,000	2-3 jobs						
4 Wild Dog Loop Trail	633	\$1,266	1055	\$2,110	16401	\$164,008	24601.2	\$246,012	30-50% Locals 10-15% Visitors	\$165,000 \$248,000	2-3 jobs						
5 Wild Dog Mairners Falls Link Trail	633	\$1,266	1055	\$2,110	16401	\$164,008	24601.2	\$246,012	30-50% Locals 10-15% Visitors	\$165,000 \$248,000	2-3 jobs						
Totals	3165	\$6,330	5275	\$10,550	82004	\$820,040	123006	\$1,230,060	0								

NOTE: Estimated local spend directly related to the trail. These figures exclude commercial walking tours and related spending.

- Locals spend directly to the trail use estimated to be \$2.
- Visitor spend directly to the trail use estimated to be \$10 per day.

### 6.7 Trail classification

Trail classifications allow land managers to develop trails that are appropriately designed for the anticipated trail users and to provide suitable levels of facilities and management. A number of attempts have been made to classify different types of trails for different user groups<sup>17</sup>. In particular, AS 2156.1 *Walking Tracks Part 1: Classification and Signage* identifies six classes of walking tracks, describing each in terms of the elements used for classification and the resulting management considerations.

This study has adopted the Parks Victoria walking track construction model/s and in particular the Great Ocean Walk and Triplet Falls/Little Aire Falls walk as the guiding benchmark. This approach enables these trails to:-

- Be marketed in future as links to the GOW and other PV walks in the region;
- Provide a consistent walk signage type across the region/Victoria;
- Provide trail planners and constructors with a ready reference nearby;
- Match PV and COS strategic planning guidelines;
- Be constructed to the best available standards within funding and budget constraints.

The five trails were modelled using the Parks Victoria Walking Track Grade calculator, resulting in all trails falling into the class 3 to 4 category.

The trail classes relevant to this study are as follows:-

Table 7. Trail Class Descriptions.

Trail Class	Trail Characteristics	Description
Class 3	<ul style="list-style-type: none"> <li>• Opportunity for visitors to walk in slightly modified natural environments requiring a moderate level of fitness and where the provision of interpretation and facilities is not common.</li> <li>• Users can expect opportunities to observe and appreciate the natural environment with limited provision of interpretive signage.</li> <li>• Users can expect occasional encounters with others.</li> </ul>	
Class 4	<ul style="list-style-type: none"> <li>• Opportunity for visitors to explore and discover relatively undisturbed natural environments along defined and distinct tracks with minimal (if any) facilities.</li> <li>• Users can expect opportunities to observe and appreciate the natural environment without provision of interpretive signage.</li> <li>• Users can expect opportunities for solitude with few encounters with others.</li> </ul>	

In line with the class 3 trail type, the trails have been costed to meet the following criteria.

*Note: The trail path is referred to in this document as the formation.*

<sup>17</sup> Source: Refer to (AS2156.1 – 2001)

- The width of the formation will vary depending on the type of trail being constructed and the intended degree of difficulty;
- There will be a need to clear the formation of obstacles (shrubs, ferns, branches, larger rocks);
- Smaller trees and bushes should be dug out, roots and all the ferns, grasses and other ground covers transplanted to the side of the formation and used to stabilise the cut and fill (benched) sections;
- If possible, avoid the need to remove larger trees by realigning the trail around (uphill of) the tree.

Additional approvals for vegetation removal permit may be required from the COS and the DSE prior to works commencing in the Great Otway National Park, in addition a vegetation offset plan will also be required. It is important to note that native vegetation includes grasses, shrubs and bushes as well as trees. This means that, while a trail proposal may not involve the removal of any trees, if it includes any damage to, or removal of, ferns, native grasses and/or bushes, the approval of the DSE may be required.

#### 6.7.1 The trail cross section.

Sections of these rails are built on sloping ground and therefore some excavation will be required to achieve a full or partial bench construction. Full bench formation involves excavating down and into the hillside and puts the entire formation width on mineral soil, thereby maximising stability and minimising ongoing maintenance.

Partial bench formation involves using some of the excavated soil to construct the downhill side of the formation. This technique is prone to slipping and is not recommended, except in specific circumstances when done in conjunction with a retaining wall. These methods are the same as that used in all Parks Victoria walking tracks.

### 6.8 Signage

As described in Section 1; 7.3, the *AS 2156.1 - 2001 Walking Tracks: Classification and Signage* provides a classification system for walking tracks. The Standard also provides guidance on the design, fabrication and use of trail markers, and information signs to be used for walking trails.

Where possible, signage should follow an existing COS and or PV strategy or policy.

The Old Beechy Rail Trail (COS) and the Great Ocean Walk (PV) are both good signage examples and have been used as local benchmarks for this study's signage strategy.

Signage Categories can include:

- Information Signs
- Directional Signs
- Point of Interest Markers
- Interpretive Signs
- Trail Markers
- Event and Temporary Signs
- Regulatory Signs
- Warning and Risk Signs



## 7 Order of Costs

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As mentioned previously, not all trails achieve the same standard of development; some require differing approaches to development in the first instance. Trails such as the Les Nosedra Highview Trail are generally clear but require extensive fencing along the unmade road reserve while others such as the Wild Dog trail, the Wild Dog Falls Trail, Marriners Link Trail and the Wild Dog Loop Trail require significant vegetation clearing. Although there are sections of existing formation on some trail sections, they need linkages and formation upgrades to enhance their value and/or in the case of the Wild Dog Loop Trail need further infrastructure to be designed and constructed.

An indicative summary order of cost estimates has been prepared for the five trails in the Apollo Bay area are shown below in Tables 8-13 (Detailed cost estimates can be found in the accompanying spreadsheets in Section 1 Appendix 6). The tables below outline:

- ✦ Survey costs, variable with extent and topography;
- ✦ Additional study costs, e.g. Cultural Heritage Management Plans, between \$10,000 and \$35,000 depending on area coverage. Other studies include surveys, environmental studies, detailed infrastructure construction designs and soil tests'
- ✦ Trail construction and/or upgrading costs based on per metre rates for the earthworks, drainage, type of surface material<sup>18</sup> and width of trail to be developed (Sec. 1 Appendix 6 for details);
- ✦ Rates for the provision of trailhead and other facilities signage, seats, tables;
- ✦ A contingency of 20% of the sub-total of these items;
- ✦ Costs for promotion and marketing (nominal figure).

Application of rates and percentages vary between trails in the tables and are based on several factors:-

- ✦ Of the level of planning already achieved;
- ✦ The isolation of the works, the topography and accessibility;
- ✦ Where figures are known from prior works undertaken, those numbers have been used.

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<sup>18</sup> Construction rates assume commercially tendered works. Costs may be lower if volunteer or Council labour is used or in kind supply of materials is made. Gravel was assumed to be \$80/m<sup>3</sup>. Including preparation and base course on a reasonably level natural surface. Note costs would be higher on steeper portions of track where more major earthworks would be required. Similarly where, no earthworks were required and a base course existed rates for construction would be lower. The table attempts to balance these factors up in the application of the above rates in each instance.

Therefore data has been derived from a variety of sources:

- ✦ Where existing information from previous studies undertaken by the author they have been compared to those projects that were completed for verification of costing methodology;
- ✦ Gross estimates for the construction of sections of the Great Ocean Walk were used as received from Parks Victoria;
- ✦ Local contractors material, labour and plant costs based on their previous experience.

The tables also show two levels of costs, work done either by hand or machine. The totals for each method are included so comparisons can be made when assessing each projects' viability against other additional costs each method may incur, e.g. Work on the Wild Dog Trail if done by hand may not trigger the referral for a Cultural Heritage Management Plan where work carried out by a machine, although more cost effective, will require a CHMP due the impact to the site and surrounds.

These estimated costs should be viewed as a possible goal for seeking substantial investment in the planning, development and management of regional trails over the next 10 years, and that any works will be subject to;

- ✦ Political processes, statutory processes, available funding, partnership arrangements and community support.
- ✦ The roll-out of any trail works will also be influenced by the review of priorities, staging and the availability of resources identified within the feasibility study and joint trail plans that will need to be prepared prior to construction.

It is emphasised that the following tables provide only an estimated order of cost of the total trail development costs and should only be used as an indication of the broad costs required to implement the recommendations of the study. The tables represent most current and up to date information available about the trail sites at the time of writing, using information from a variety of local, regional and national sources.

The tables are primarily aimed at providing future planners a comprehensive starting point for sourcing funding and assisting in comparative assessment of priority planning. Completion of the additional recommended studies, surveying and investigations will be required to determine any final construction cost estimates.

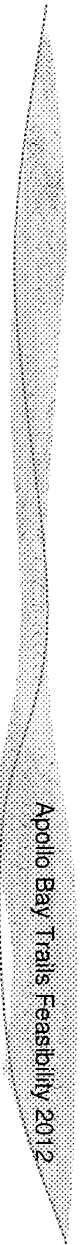


Table 8. Summary of order of construction cost estimates - Wild Dog Trail.

Wild Dog Trail	Comments	TOTALS Hand	TOTALS Machine
<b>Construction totals</b>	Work Carried out by Hand	\$142,655.00	
<b>Construction totals</b>	Work Carried out by Machine		\$88,311.70
<b>Additional developmental costs</b>			
Field / Feature Survey	\$20,000.00	\$20,000.00	\$20,000.00
Environmental Assessment	\$10,000.00	\$10,000.00	\$10,000.00
Cultural Heritage Management Plan (CHMP)	\$20,000.00	\$20,000.00	\$20,000.00
Veg. off-set and management plan	\$5,000.00	\$5,000.00	\$5,000.00
Marketing	\$10,000.00	\$10,000.00	\$10,000.00
<b>Totals</b>		<b>\$207,655.00</b>	<b>\$153,311.70</b>
<b>Totals Add 20 % for contingencies</b>	Project Management & possible infrastructure needs resulting from surveys and plans, e.g. track benching, drainage, steps etc.	\$249,186.00	\$183,974.04
<b>GST 10 %</b>		\$24,918.60	\$18,397.40
<b>Final Total</b>		<b>\$274,104.60</b>	<b>\$202,371.44</b>

Table 9. Summary of order of construction cost estimates - Les Nosedas Highview Trail.

Les Nosedas Highview Trail	Comments	TOTALS
<b>Construction totals</b>	Surface to be slashed only. Major cost element is fencing.	<b>\$256,439.40</b>
Additional developmental costs		
Field / Feature Survey	\$25,000.00	\$25,000.00
Marketing	\$10,000.00	\$10,000.00
Cultural Heritage Management Plan (CHMP)	not required.	
Veg. off-set plan	not required.	
<b>Totals</b>		<b>\$291,439.40</b>
<b>Totals Add 20 % for contingencies</b>	Project Management & possible infrastructure needs resulting from surveys and plans, e.g. track benching, drainage, steps etc.	<b>\$58,287.88</b>
<b>Sub Total</b>		<b>\$349,727.28</b>
<b>GST 10 %</b>		<b>\$34,972.73</b>
<b>Final Total</b>		<b>\$384,700.00</b>

Table 10. Summary of order of construction cost estimates - Wild Dog Falls Trail.

Wild Dog Falls Trail	Comments	TOTALS HEAD	TOTALS TAIL
<b>Construction totals</b>	Work Carried out by Hand Work Carried out by Machine	\$104,790.00	\$68,030.00
<b>Additional development costs</b>			
Field / Feature Survey		\$10,000.00	\$10,000.00
Marketing		\$3,000.00	\$3,000.00
Cultural Heritage Management Plan (CHMP)		\$10,000.00	\$10,000.00
Geotechnical/Geological survey for stair/platform		\$5,000.00	\$5,000.00
Environmental Assessment		\$10,000.00	\$10,000.00
Veg off- set plan		\$6,000.00	\$6,000.00
<b>Totals</b>		<b>\$148,790.00</b>	<b>\$112,030.00</b>
<b>Totals Add 20 %</b>	Project Management & possible infrastructure needs resulting from surveys and plans, e.g. track benching, drainage, steps etc.	<b>\$29,758.00</b>	<b>\$22,406.00</b>
<b>Sub Total</b>		<b>\$178,548.00</b>	<b>\$134,436.00</b>
<b>GST 10 %</b>		<b>\$17,854.80</b>	<b>\$13,443.60</b>
<b>Final Total</b>		<b>\$196,402.80</b>	<b>\$147,879.60</b>

Table 11. Summary of order of construction cost estimates. Wild Dog Loop Trail.

Wild Dog Loop Trail	Comments	TOTALS HEAD	TOTALS TAIL
<b>Construction totals</b>	All work carried out by machine		\$531,628
<b>Additional development costs</b>			
Field / Feature Survey	May be required, dependent on infrastructure required		\$
Marketing		\$3,000.00	\$3,000.00
Cultural Heritage Management Plan (CHMP)		\$20,000.00	\$20,000.00
Geotechnical/Geological survey for stair/platform		\$5,000.00	\$5,000.00
Environmental Assessment		\$10,000.00	\$10,000.00
Veg. off- set plan		\$6,000.00	\$6,000.00
<b>Totals</b>		<b>\$575,628.00</b>	<b>\$575,628.00</b>
<b>Totals Add 20 %</b>	Project Management & possible infrastructure needs resulting from surveys and plans, e.g. track benching, drainage, steps etc.		<b>\$115,125.60</b>
<b>Sub Total</b>			<b>\$690,753.60</b>
<b>GST 10 %</b>			<b>\$69,075.36</b>
<b>Final Total</b>			<b>\$759,828.96</b>



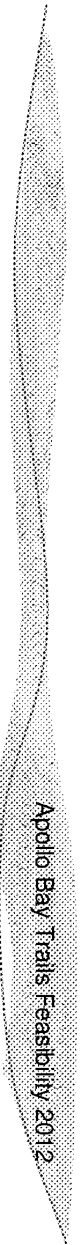


Table 12. Summary of order of construction cost estimates. Wild Dog Marriners Falls Link Trail.

Wild Dog Marriners Falls Link Trail	Comments	TOTALS Hand	TOTALS Machine
<b>Construction totals</b>	Work Carried out by Hand	\$23,2400	
<b>Construction totals</b>	Work Carried out by Machine		\$15,9000
	<b>Additional developmental costs</b>		
Field / Feature Survey		\$0	\$0
Marketing		\$3,000	\$3,000
Cultural Heritage Management Plan (CHMP)		\$10,000	\$10,000
Geotechnical/Geological survey for stair/platform		\$5,000	\$5,000
Environmental Assessment		\$10,000.00	\$10,000
Veg off- set plan		\$6,000.00	\$6,000
<b>Totals</b>		<b>\$57,240</b>	<b>\$49,900</b>
<b>Totals Add 20 % for contingencies:</b>			
<b>Sub Total</b>	Project Management & possible infrastructure needs resulting from surveys and plans, e.g. track benching, drainage, steps etc	\$11,448	\$9,980
<b>GST 10 %</b>		\$68,688	\$59,880
		\$6,868	\$5,988
<b>Final Total</b>		<b>\$115,157</b>	<b>\$105,468</b>

Table 13. Barham River Shared Path, preliminary cost estimates.

Barham River Shared Path	TOTALS 2x Bridges	TOTALS 1x Bridge
<b>Construction totals</b>	\$2,413,025	\$1,433,090
<b>Additional developmental costs</b>		
Field / Feature Survey	\$10000	\$10,000
Marketing	\$7,000	\$7,000
Cultural Heritage Management Plan (CHMP)	\$15,000	\$15,000
Veg off- set plan	\$6,000	\$6,000
Geotechnical/Geological survey for bridges	\$6,000	\$6,000
<b>Totals</b>	<b>\$2,457,025</b>	<b>\$1,477,090</b>
<b>Totals Add 20 % for contingencies</b>		
	Project Management & possible infrastructure needs resulting from surveys and plans, e.g. track benching, drainage, steps etc	\$491,405
<b>Sub Total</b>		\$2,948,430
<b>GST 10 %</b>		\$294,843
		\$1,772,508
<b>Final Total</b>		<b>\$1,949,759</b>



## 8 Trail maintenance and risk assessment schedules

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Ongoing trail maintenance is a crucial component of an effective management program. Depending on a swathe of conditions such as weather, soil types, construction standards and usage patterns and more, trail maintenance can cost up to \$500 per kilometre per year if all work were to be outsourced at full contract rates.

This can be a daunting prospect, particularly for cash-strapped State Government Departments, Local Governments and not-for-profit organisations (see Table 14) with competing budgets and restraints.

The opportunity usually exists to minimise future maintenance demands through careful planning and construction. Also, a clear and concise Management Plan with a regular maintenance program written into it will aid significantly in managing ongoing resource demands. 'AS 2156.1-2001 Walking Tracks – Classification and Signage' provides guidelines for the maintenance of walking trails by specifying inspection intervals based on each classification.

Maintenance on trails can generally be divided between regular inspections and simple repairs, largely a one or two person job, and (say) twice yearly programs undertaking larger jobs such as significant erosion repairs or weed control. The former task is ideally suited to well-trained and regular volunteer programs, while the latter can either be a skilled volunteer, a volunteer under skilled supervision, or a job for the land manager's existing staff or contractors.

On many, if not most, trails regrowth vegetation, damage to signage and accumulation of leaf litter and debris are likely to be the most common maintenance activities.

Providing these issues are attended to early they are largely labour intensive rather than capital expensive.

Resourcing such an ongoing program is crucial and funds (or volunteers) will be required on an ongoing basis to enable this essential maintenance work to take place.

This matter should be addressed in the overall structure of the trail manager's budget and its' recurrent funding. Crucial in the ongoing management program will be the Hazard Inspection process. Not only will this play an obvious part in defining maintenance activities and/or management decisions, it will be vital in dealing with any liability claim which may arise in the future. The identification of hazards, the controls in place and treatments (risk management audit) is an integral process to trail management. Annual reviews are desirable.

Typical items to include on a Hazard/Risk Inspection form could include:

Apollo Bay Trails Feasibility 2012

- Adequacy of warning (and other) signage, especially at road crossings;
- Dead trees and/or overhanging limbs;
- Slippery rock or clay sections;
- Exposed tree roots or other significant 'tripping' threats;
- Security of viewing platforms and other structures.

On the other hand a typical maintenance schedule is indicated below in Table 13.

Table 14. Maintenance schedule items.

Task	Frequency	Responsibility	Comments
Checking trail head and other facilities for damage or vandalism.	Monthly if possible.	COS/PV Community Group	Visual check when in the area.
Checking all signage and trail marking and replacing any missing or damaged signs.	Two monthly at a minimum.	COS/PV Community Group	Encourage users to report any damage.
Clearing and/or repairing erosion control devices and other erosion/water issues (monthly if possible).	Quarterly (monthly if possible).	COS/PV Community Group	Winter/spring.
Checking and clearing all trail surfaces, especially regrowth.	Annually in spring (or when vegetation dry enough) at least.	COS/PV Community Group	Community group could hold working bees.
Pruning trail-side and overhanging vegetation.	Annually.	COS/PV Community Group	Community group could hold working bees.
Checking major structures, such as bridges, boardwalks and walkways.	Annually.	COS/PV Community Group	Managing authority COS/PV.
Arranging a regular Hazard Inspection Report	Annually.	COS/PV Community Group	Community Group provides report to COS/PV.
Check fences.	Annually, should be visually checked when Community Group uses trail.	COS/PV Community Group	Community group to report to COS.
Checking currency and distribution of trail brochure and updating when necessary.	Annually.	COS/PARKS VIC Community Group.	Local tourism with COS/PV officer.

Any on-road trail maintenance schedules would be included in the Colac Otway Shire Road Management Plan. Frequency of inspections and response times to reported issues are also prescribed in the Road Management Plan.

If these actions are adopted, the trail should remain in good functional condition for years to come. Annual maintenance costs can be kept at a minimum by ensuring that inspection and works programs stay on schedule.

Risk management assessment (in accordance with *AS 4360-2004 Risk Management*) should be applied to the wider range of trail risks including asset management, human resources, financial resources, Occupational Health and Safety, communication and contract management by the respective managing authority i.e. COS or PV.

### 8.1 On-going operational costs.

The following dot points identify the costs associated with the operation of the trail network in its first year and include costs for:-

- Promotion and marketing (0.5% of the value of the trail);
- Project support (1% of the value of the trail); and
- Maintenance (3% of the value of the trail); and
- Asset replacement (2.5% of the value of the trail).
- The above = 7%, add 3% for variability for a total of 10% of the trail construction value.

The percentages and values provided in Table 14 on page 59 are preliminary costs only. These figures can be tested and modified as required once the trail is in operation. Therefore the values given are to be taken as a guide only.

Any labour cost component is going to have a significant impact on the total recurrent cost of maintenance. If the steering committee are successful in providing a labour base from within their immediate sphere of influence or from the broader bushwalking/environment community, labour costs will be dramatically reduced. If on the other hand a maintenance tender is sought, costs will increase accordingly.

#### 8.1.1 Monitoring and Evaluation

Trails change with time as do trail users' experiences and expectations. Some changes to the physical trail are obvious, and will be noticed either by users or as part of the regular maintenance program. Some are less obvious and may not be noticed until they become an issue. The process of change can be quite subtle and given that it can occur over extended time periods, can be hard to notice.

Keeping accurate records is an important component of any monitoring program. This will include talking to trail users. They will know what problems are developing and where. Mechanisms to encourage feedback from trail users should be developed.

This could include:

- ✦ The erection of signs encouraging feedback via telephone numbers and email addresses;
- ✦ A website where users can log on and report issues. This could be linked to the COS web site or linked with the GOW website as per the proposed marketing link;
- ✦ Contact phone numbers on signage, brochures and maps.

It is also important to evaluate a trail project to determine the impact that the trail is having on the surrounding environment, its neighbours and on the surrounding community. Impacts might be positive (reduction in unmanaged access into fragile areas, heightened awareness of ecological issues, weed management, etc.) or they might be negative (increased vandalism, increased numbers of users above the capacity of the original trail design, etc.). The development of simple user questionnaires can provide a valuable insight into the impacts that a trail may be having.

Ideally, a program of monitoring and evaluation should be built into the planning phase for the trail (refer to the adaptive management section). Many grant funding agencies will respond positively to the inclusion of such a program as it gives them reassurance that the future of the trail will be considered and reported on.



Table 15. Trail Annual Maintenance Cost Estimates.

Trail	Wild Dog Trail	Les Noseeda Highview Trail	Wild Dog Falls Trail	Wild Dog Loop Trail	Wild Dog - Merrimans Falls Link Trail	TOTAL COSTS
Cost Item	\$202,371	\$364,709	\$147,679	\$759,828	\$105,458	\$1,600,246
Promotion and marketing (0.5% of the value of the trail).	\$1,011.86	\$1,923.50	\$739.40	\$3,799.14	\$527.34	\$8,001.23
Project support (1% of the value of the trail).	\$2,023.71	\$3,847.00	\$1,478.79	\$7,598.28	\$1,054.68	\$16,002.46
Maintenance (3% of the value of the trail).	\$6,071.13	\$11,541.00	\$4,436.37	\$22,794.84	\$3,164.04	\$48,007.38
Asset replacement (2.5% of the value of the trail).	\$5,059.28	\$9,617.50	\$3,696.98	\$18,995.70	\$2,636.70	\$40,006.15
Add 3% for variability and unforeseen circumstances.	\$6,071.13	\$11,541.00	\$4,436.37	\$22,794.84	\$3,164.04	\$48,007.38
<b>TOTAL of 10 % of Trail construction value</b>	<b>\$20,237.10</b>	<b>\$38,470.00</b>	<b>\$14,787.90</b>	<b>\$75,982.80</b>	<b>\$10,546.80</b>	<b>\$160,024.60</b>





Apollo Bay Trails Feasibility 2012

The following sections represent condensed versions of the trail analysis details from Section two of the Apollo Bay Feasibility Study.

## 9 The Trails

The following sections represent condensed versions of the trail analysis details from Section two of the Apollo Bay Feasibility Study.

### 9.1 Wild Dog Trail

#### 9.1.1 Trail Proposal

**Trail Type:** Linear, Spinal. Refer to Map 2.

**Route:** Beginning at GORVIC, Great Ocean Rd, Cawood, Tuxion Rd, to Old Tuxion Rd, re-join Tuxion Rd to 'Crow's Nest', finish at Turtons Track car park. For the purposes of this study the trail was started at GORVIC so as to accommodate the section development that it shares with the Highview Trail. Traditionally and logically the WDT has begun at Turtons Track and ends in Apollo Bay as it is downhill.

**Distance:** 16,520 metres.

**Gradient:** between 9-14 degrees generally comfortable walking includes some steep sections to a maximum gradient of 27 degrees.

**Time to complete:** 7-8 hours.

**Grading or difficulty:** Medium.

**Track Class:** (Parks Vic Grading) A Grade 3 walk which corresponds to AS 2165.1 Class 3 track to a Grade 4 walk which corresponds to AS 2165.1 Class 4 track.

**Prohibited:** other than Cawood St, Tuxion Rd, Old Tuxion Rd and the Tuxion Rd extension past Crow's nest: Dogs, horses, bicycles, motor vehicles, motor bikes, fires, camping, firearms.

#### 9.1.2 Methodology for the Trails Analysis

The trail has been broken up into segments (A to Q) to reflect either the type of walking surface, a major direction change, drop off points or land tenure changes, this trail segmentation allows for the trail to be more easily costed in this developmental stage, put out to tender and then managed once the trail proposal has been constructed.

The initial segments, A-E, are also used by the Highview Trail, the Wild Dog Trail proper begins at Point 'E' west of 'Crow Nest'.

#### 9.1.3 Trail Overview

The Wild Dog Trail proposal extends from the Great Ocean Road Visitor Information Centre (GORVIC) Apollo Bay for approximately 16,500 meters (depending future survey and final trail alignment) and finishes at Turtons Track. The trail creates a spinal (linear) link through the Apollo Bay hinterland from which other future track proposals radiate providing future access to other areas of interest. These links/trails are discussed in the other relevant trail sections.

The trail passes through a number of different environments, from wet forest, farmed open pasture, ridge eucalypt open forest, an urban environment and onto coastal scrub and foreshore vegetation in Apollo Bay.

Several pick up/dropoff points have been included in the design, these are located at points 'B,C,D,and Q.

#### 9.1.4 Recommendations

Summary of additional recommendations from the Section 2 Trail Analysis:

##### 9.1.4.1 Cultural Heritage Management Plan

The trail passes through areas identified as having Aboriginal Cultural sensitivity<sup>19</sup> by Aboriginal Affairs Victoria. There are several registered sites, 110450 and 110449, recorded in the immediate area of the trail. Although the proposed works have been designed to ensure minimal impact on the surface/sub surface, the presence of

- ▶ The registered sites;
- ▶ The general area listed being listed as sensitive;
- ▶ The majority of the trail from point 'E' being in or adjacent to the Great Otway National Park;
- ▶ Parks Victoria management policy of recognising Aboriginal Country,

A CHMP between points "H" and "Q" is highly recommended.

##### 9.1.4.2 Ecological Assessment

Although the Ecological Vegetation Community 30 (Wet Forest) is listed as 'Least Concern' in the Otway Ranges Bioregion, there are several rare or threatened flora species listed in the immediate area, in particular the Ground Spleenwort, *Asplenium appendiculatum* subspecies *appendiculatum* and Satinwood, *Nematolepis squamea* subspecies. *squamea*. As the proposal requires ground fern removal/relocation and the removal of regrowth saplings from the trail alignment, a clarification of species location is required to ensure no conflict occurs with the Flora and Fauna Guarantee Act 1988 and whether these works actions trigger a Vegetation Removal Permit and a Vegetation Offset Plan from the FFG Act.

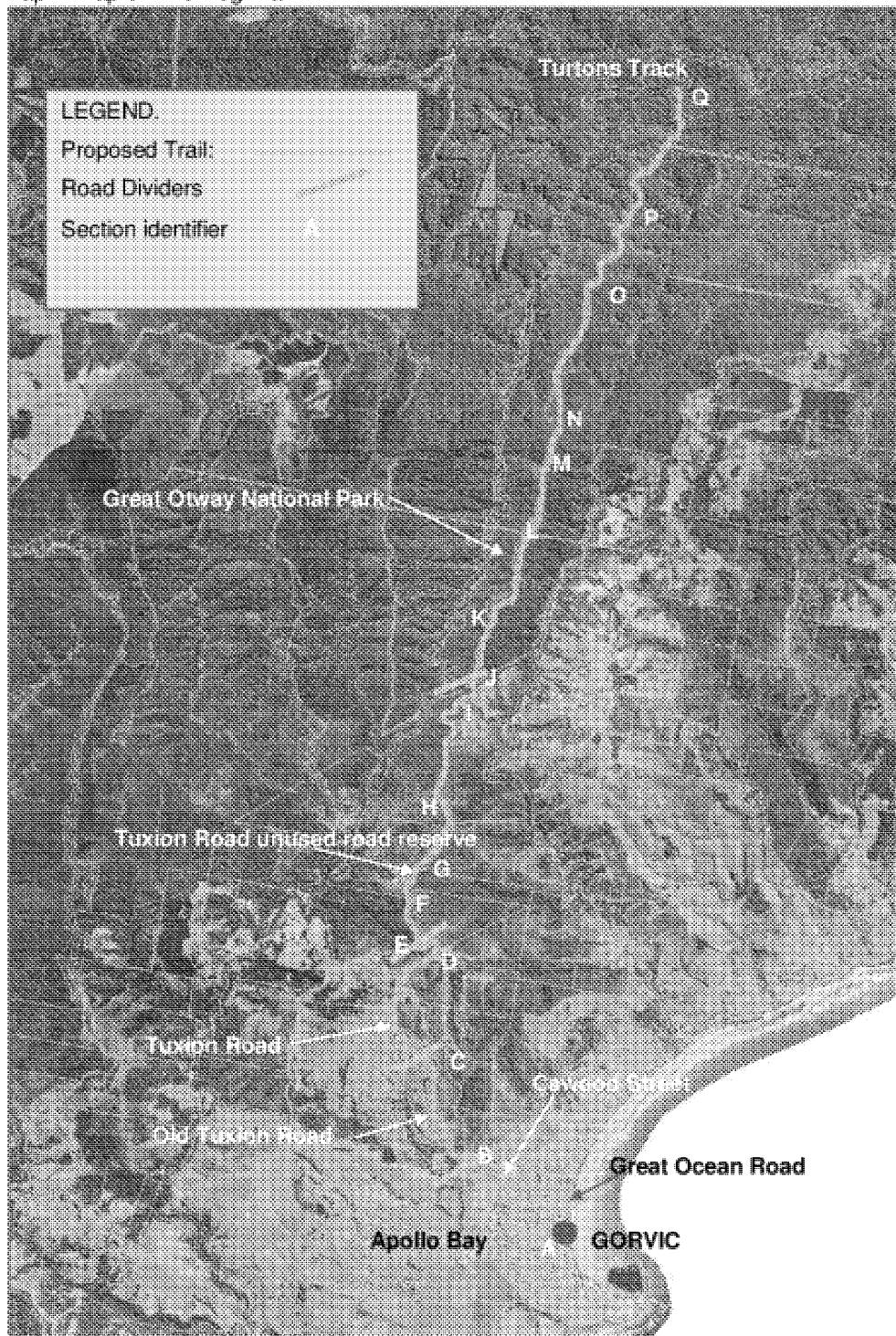
##### 9.1.4.3 Site Survey

The trail alignment between points 'H' and 'I' is proposed to follow the unused Government Road Reserve to avoid the steep sections in both the GONP and private property. A site survey will be required to determine the actual road reserve alignment. This survey may prove expensive as a 'line of sight' will have to be cleared in reasonably thick regrowth / understorey by the surveyors. This survey may be extended to point 'E' if there is any dispute with the existing trail/road reserve alignment. This action may also trigger a Vegetation Removal Permit requirement; however road surveying is generally exempt.

<sup>19</sup> AAV cultural sensitivity 2011-04



Map 2 Map of Wild Dog Trail.



#### 9.1.4.4 Declaration of an unused government road reserve

Briefly; Council will be required to 'declare' 'Old Tuxion Road' and the extension of 'Tuxion Road' as roads, through DSE and the State Government gazette. Council then registers the trail as a listed road in their Road Management Plan and applies appropriate construction and service levels to them.

#### 9.1.4.5 Road safety management plan

This plan focuses on the sections between points A and E. and is aimed at minimising user risk on the made Council roads.

#### 9.1.4.6 Fencing

It is recommended that the surveyed road reserve be fenced on the private landowner side between points 'H and J'. This will allow

- ▶ Clear separation of responsibility between land owners;
- ▶ Separation of users from stock;
- ▶ Minimise opportunity for unintentional trespass.

The capital outlay for the installation of fencing will be borne by the management authority (COS) and the future fence maintenance costs will be borne by the landowner.



## 9.2 Les Nosedas Highview Trail

### 9.2.1 Trail Proposal

**Trail Type:** Loop. (Refer to Map 3).

**Route:** Beginning at GORVIC, Great Ocean Rd, Cawood, Tuxion Rd, to Old Tuxion Rd, re-join Tuxion Rd to 'Crow's Nest' (same sections as Wild Dog Trail), follows unmade government road reserve along the ridge to Montrose Avenue. Down Montrose to Pascoe Street left and then right into Hardy Street, across the Great Ocean Road to GORVIC and along the existing foreshore path.

**Estimated Length:** 11,790 metres.

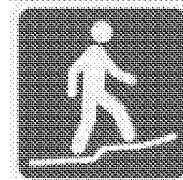
**Time to complete:** 5 hours.

**Grading or difficulty:** Medium.

**Track Class:** (Parks Vic Grading) A Grade 3 walk which corresponds to AS 2165.1 Class 3 track to a Grade 4 walk which corresponds to AS 2165.1 Class 4 track.

**Prohibited:** other than Cawood St, Tuxion Rd, Old Tuxion Rd and Montrose Avenue: Dogs, horses, bicycles, motor vehicles, motor bikes, fires, camping, firearms.

#### Class 3 Symbol



### 9.2.2 Trail Overview

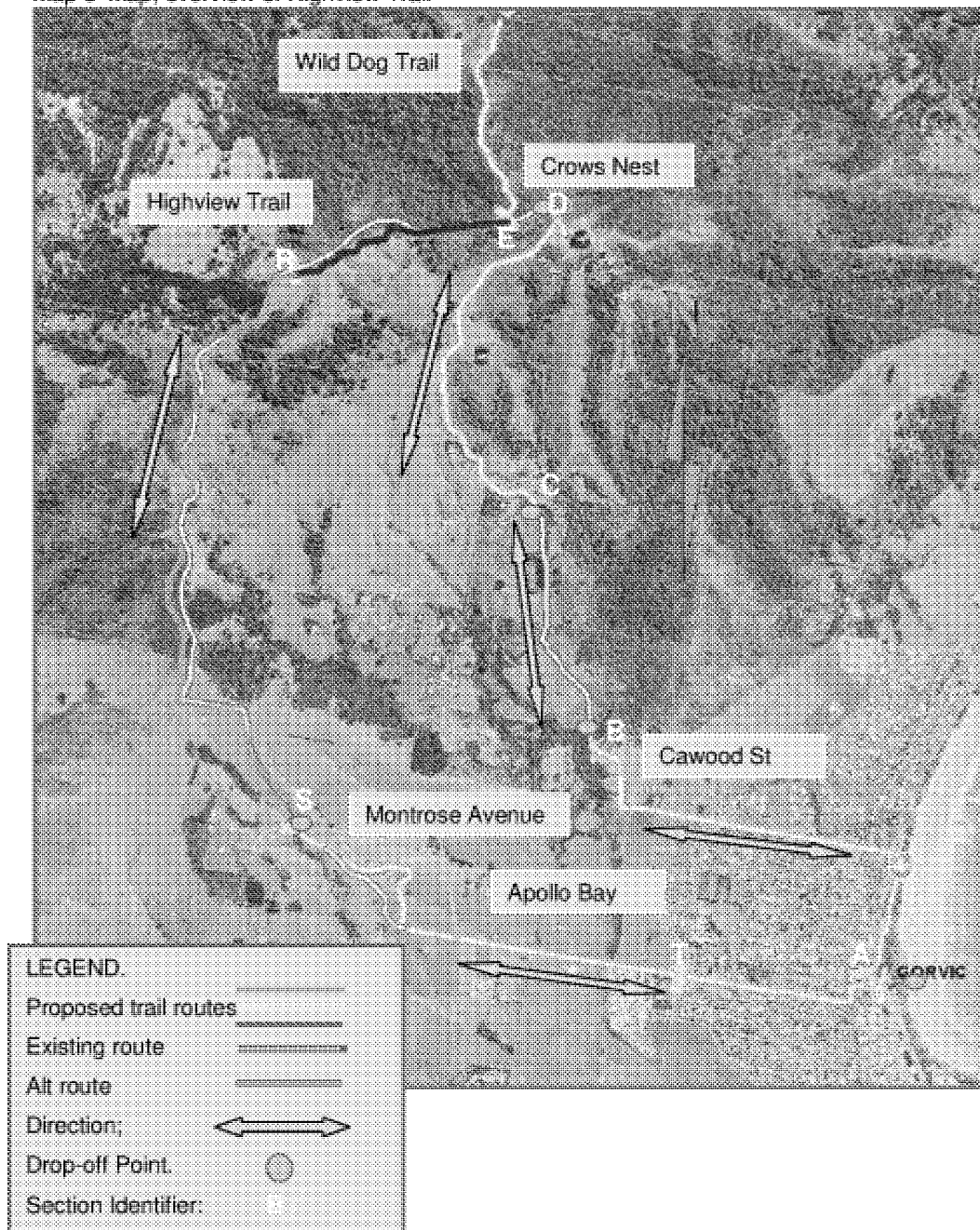
The Highview Trail proposal extends from the Great Ocean Road Visitor Information Centre (GORVIC) in Apollo Bay returning to the GOVIC building in Apollo Bay. The trail creates a loop along the ridge behind Apollo Bay via existing used and unused government road reserves.

As the Highview Trail shares sections A to E with the Wild Dog trail it can viewed either as a spur trail to the Wild Dog Trail or as a standalone trail in its own right. How it is marketed depends on whether the Wild Dog Trail is completed or not.

The predominant environment the trail passes through is open farm land, the start and finish of the trail has an urban setting and includes some coastal vegetation on the foreshore.

Several drop-off/pickup sites have been identified along the trail; these allow flexibility by providing selective use of trail sections depending on time available, distance, gradient (difficulty) and general fitness levels of users

Map 3 Map; overview of Highview Trail



### 9.2.3 The Existing Trail

The trail route currently used by the Otway Ranges Walking Track Association and other walkers makes best use of the ridge and the views it provides. An estimated 100 users per year would currently use this trail.<sup>20</sup> The trail is unmarked so some local knowledge is required to follow the current alignment; as a consequence walkers can wander through private property much to the consternation of several landowners (trail survey 2009). The trail has been broken up into segments (A to E to A) that reflect either the type of walking surface, a major directional change, drop off points or land tenure changes. This trail segmentation also allows for the trail to be more easily costed in this developmental stage, future construction needs are managed once the trail proposal has been financed. Along the ridge from point 'E' the proposed trail passes through farm land along the unused government road reserve. At 1.3 km from point 'R', the trail weaves through some midstorey regrowth and mature trees (*E viminalis* or *E cypellocarpa*). Generally the trail surface consists of pasture grasses although this may change once the road reserve has been surveyed and whether a benched trail is needed (depending on the cross fall), slashing three times a year will assist in defining the trail without the need for re surfacing.

Applying an adaptive management approach will ensure the trail meets the needs of users into the future (Refer to the relevant management section in the trails Overview in section 1).

#### 9.2.3.1 Existing Issues

(Refer to Appendix 1 'Trails Issues' paper for more detail).

The 2009 COS/ORWTA survey to the adjoining landowners highlighted several concerns relating to the current use and lack of controls/management. Some of these were:-

- Littering;
- Trespass;
- Leaving gates open;
- Liability concerns relating to users;
- Harassment of stock;
- Loss of privacy.

These issues were confirmed in subsequent stakeholder meetings.

Currently this alignment does not follow the unused Government road reserve and is not promoted by either DSE or COS. The landowners are left to resolve any liability claims that may occur on their property. The Highview Trail proposal aims to fully make use of the unused Government road reserve that links Crow's Nest (Tuxion Road) to Montrose Avenue and in doing so alleviate at least some of those concerns.

<sup>20</sup> ORWTA estimate 2010.



### 9.2.3.2 Trail Proposal Issues

Feedback from the survey together with officer/landowner meetings has highlighted several issues that would result from the Highview Trail proposal:-

- Existing fence lines may or may not follow the road reserve /title boundaries;
- Property owners concerned about liability and risk management (should someone hurt themselves and sue landowner);
- Property owners concerned about users affect/interaction with stock or stock injuring users;
- Implementation of the trail will restrict property owners' effective use of property particularly if trail bisects current production activities;
- Users dropping litter etc;
- Trail users causing a hazard on narrow winding gravel roads that limit vehicle/pedestrian visibility with limited vehicle/pedestrian separation;
- Property owners may see the development of the trail and the corresponding increase of users a threat to their isolation and peace etc;
- Possibility of users getting lost;
- Environmental Issues;
  - ✧ Vegetation;
  - ✧ Earthworks;
  - ✧ Disease;
  - ✧ Weeds;
  - ✧ Noise.
- Cultural Issues;
  - ✧ White settlement;
    - Sensitivity;
    - Historical sites;
  - ✧ Aboriginal Cultural Heritage;
    - Sensitivity;
    - Registered sites.

All these issues and more have been considered in the context of the proposal. Responses to them have been built (where possible) into the trail design, alignment and infrastructure. Not all the concerns can be resolved however, issues such as loss of privacy are valid but difficult to quantify and satisfactorily answer.

Increasing the number of users on the existing narrow, gravelled, curved access roads, (Montrose Avenue and Tuxion Road) raise serious concerns regarding safety to both users and residents. All alternate routes (both private and public land) have been explored and have been found to be inadequate or unacceptable to landowners for varying reasons.

Appropriate traffic management techniques to current standards have been included and costed as part of this study in an attempt to minimise risk to all users. Council in the end may see this and other concerns as unacceptable risks.

#### 9.2.4 Recommendations

Summary of additional recommendations from the trail analysis

##### 9.2.4.1 Cultural Heritage Management Plan

The trail passes through areas identified as having Aboriginal Cultural sensitivity<sup>21</sup> by Aboriginal Affairs Victoria. Although the proposed works have been designed to have a minimal impact on the surface/sub surface, the presence of the registered sites lead to the consideration of a CHMP between points E and S” if subsequent road reserve survey earthworks are required for the track construction..

##### 9.2.4.2 Site Survey

As the proposed trail alignment between points D and S is to follow the unused government road reserve to avoid private property, a site survey will be required to determine the actual road reserve alignment. This survey may prove expensive due to the distance, although the ‘line of sight’ needed by the surveyors is quite good.

##### 9.2.4.3 Declaration of an Unused Government Road Reserve

Council will be required to register ‘Old Tuxion Road’ and the extension of ‘Tuxion Road’, through DSE and the State Government gazette. Council then registers the trail as a listed road in their Road Management Plan and applies appropriate construction and service levels to them.

##### 9.2.4.4 Botanic Surveys

There will be a minimum of native vegetation removed as part of this proposal. However as the survey has not been completed, estimates of the actual amount to be removed have been based on visual inspection of the possible alignment of the surveyed route. Currently there is some regrowth native vegetation along the existing fence line (shrubs) this may be impacted by the new path. As it is probably less than ten years old a vegetation removal permit may not be required. It is recommended that a vegetation assessment be complete once the road reserve survey has been completed.

##### 9.2.4.5 Road safety management plan

This plan focuses on the sections between points A to E and S to A. and is aimed at minimising user risk on the made Council roads.

<sup>21</sup> AAV cultural sensitivity 2011-04



#### 9.2.4.6 Fencing

It is recommended that the surveyed road reserve be fenced on the private landowner side between points 'H and J'. This will allow

- ▶ Clear separation of responsibility between land owners;
- ▶ Separation of users from stock;
- ▶ Minimise opportunity for unintentional trespass.

The capital outlay for the installation of fencing will be borne by the management authority (COS) and the future fence maintenance costs will be borne by the landowner.

### 9.3 Barham River Shared Path

#### 9.3.1 Proposals

“Barham River Shared Trail”, a shared pathway from Apollo Bay along the Barham Valley, to Paradise Picnic Area.

The above proposal was later revised to “A shared path linking the townships of Apollo Bay and Marengo via the Barham River.”


The Barham River Shared Path was the only trail deemed not feasible despite over twenty route variations being explored in detail. Given that a ‘shared path’ would need to be a minimum of two metres wide to accommodate walkers and cyclists (from the Austroads publication AGRD06A/09 Guide to Road Design Part 6A: Pedestrian and Cyclist Paths), of reasonable gradient and linking Apollo Bay and Marengo.

An alternative entry through the Heathfield Estate was considered to access the Barham River; this option however didn’t meet the project objectives of linking the two settlements.

The following paragraphs represent summarised analysis of the various options from Section Two of the main Feasibility Study Document.

#### 9.3.2 Option 1

Estimated cost:-\$ 3,243,273.

Shown as  in map 4 and equates to the yellow route in figure 44 in Section One of the main Feasibility Document..

This option starts at the shared path on the Great Ocean Road at Marengo, enters Telford St and continues to the end, enters an unused government road reserve. The route continues to follow this road reserve through the Marengo Conservation reserve to Gully 1.

To span gully 1 using the Australian Standard criteria for an all ability shared path would require the following minimum bridge specifications to achieve a maximum entry/exit approach gradient of 1:14 a bridge is required because the road reserve width (20m) does not allow room to provide suitable gradient trail ‘switchbacks’ with the confines of the reserve.

#### 9.3.3 Option 1.A

Estimated cost:-\$1,953,191.

This option eliminates gully 1 by utilising the Option 2 Airfield land sections between Telford road and gully 2. The costs estimated for this option were also determined to be cost prohibitive despite providing substantial savings.

#### 9.3.4 Conclusion

Options 1 & 1A were regarded as not feasible because:-

- ▶ The prohibitive costs of bridges needed to cross Gullies 1 and/or 2;



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- ▶ Conns Lane is narrow with minimal user separation and therefore was assessed as hazardous from a walker/cyclist safety perspective;
- ▶ The land tenure of the river frontage does not meet management requirements and needs further negotiations to be resolved.

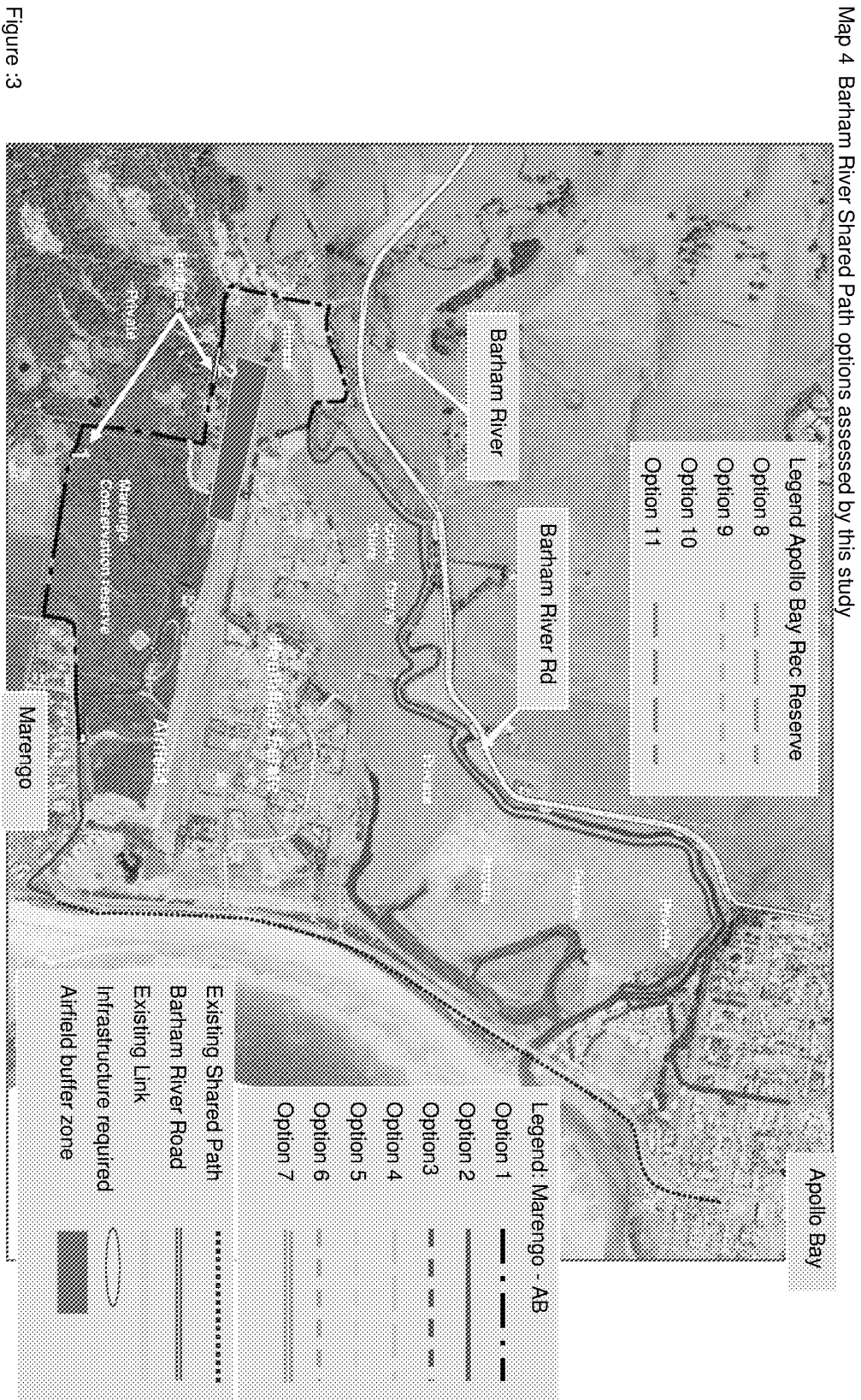
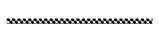


Figure :3

### 9.3.5 Option 2 the preferred alignment.

Shown as  in Map 4.

Option 2 runs from the shared path along the eastern side of the Great Ocean Road, on the right along Telford Street, left into the airfield land and follows existing slashed fire breaks and walking paths, would then enter private land connecting to the COS public Open Space Reserve on the Barham River. The Option then enters private land and continues onto the existing bridge following the River bank. The Option then enters the Apollo Bay Recreation Reserve, travels through the reserve to Gambier Street and connects to the Apollo Bay Cycle lanes and footpaths.

The paths in the Marengo Conservation Reserve and the airfield bushland have recently been improved and resurfaced by the Friends of Marengo Conservation Reserve. Although narrow (for shared path purposes), these paths could readily be widened to two metres width without removing any mature vegetation. This can be achieved by using selective pruning and slashing and applying a general approach of following the route of least resistance would be adopted thereby minimising any impact to the Flora, Fauna and Cultural values existing on the site.

The airfield land is Crown land managed by the COS as a Committee of Management to DSE. The area is known to be culturally sensitive, with several archaeological sites registered with Aboriginal Affairs Victoria in the immediate vicinity of the proposed alignment. Any works in the area would require a Cultural Heritage Management Plan as a preliminary to any works taking place. Estimated cost \$10,000.

Vegetation: The site is also habitat to a number of rare and endangered plant species including several orchids. The EVCs for the site are; EVC 165 Damp Heath scrub which is considered endangered for the Otway Plains bioregion and rare geographically and EVC 233 Wet Sands Thicket, this EVC is considered rare for the Otway Plains bioregion and rare geographically. Vegetation removal in either of these EVCs would present problems associated with finding 'like for like' vegetation offset areas should a vegetation offset plan be required.

The path continues on to the western fence at the end of the Airfield. Map 4 shows a buffer zone extending for a minimum of 400m<sup>22</sup> past the actual runway end. This is to allow for plane overruns (several planes have ended up in the adjoining private property paddock) and any future airfield expansion or development. Originally it was thought the path could turn north along the fence line however the buffer zone puts the access point 300 metres into the landowner's paddock.

<sup>22</sup> Civil Aviation Safety Authority (CASA) CAAP 92A-1(0) and the Airfield Managers (COS) policy.



A meeting was held with the landowner to explore and hopefully negotiate possible options of putting the path through the property. The meeting was unsuccessful due to the landowner having future plans for building near the proposed path alignment and therefore felt the path would be an intrusion on their privacy/noise. The projected alignment would also split the paddock in two; the owner understandably felt that this too was unacceptable.

The sections that followed the Barham River were also on private land. The land titles along the Barham River extend to the top of the riverbank (no river reserve unlike the upper reaches of the Barham). Any land use agreement with the landowners regarding this Trail proposal could and would intrude/conflict with existing Landcare negotiations. As the proposal was blocked by the previous obstacles, no further opportunities for the Trail were investigated.

#### 9.3.6 Conclusion

This route has also failed the initial guidelines simply because it does not provide an achievable route with long term land tenure for COS.

#### 9.3.7 Options 3, 4 and 5

Options 3, 4 and five are also negated by the airfield buffer zone and the landowners' objections.

These were identified originally as possible links between Option 2 airfield section and the Heathfield Estate access easements to the Council land located on the flood plain between the estate and the Barham River.

#### 9.3.8 Options 6 and 7

These options provide shared path access to the Barham River via the Heathfield Estate directly from the Great Ocean Road. They utilise existing laneway easements between properties that lead into the Council open space reserve. Either option could be considered. These options considerably shorten the loop and do not provide a direct link to the Marengo township. The same issues exist concerning the private property and the need to negotiate long term tenure for the shared path along the Barham River as described earlier.

These options would also necessitate users to travel along the Great Ocean Road from Marengo to enter the Heathfield Estate increasing the dangers to users.

The Apollo Bay Trails Feasibility Control Group has unanimously decided that options 6 and 7 are unviable and have therefore been dropped from further study.

#### 9.3.9 Conclusion

The initial response to the proposal of constructing a shared pathway connecting Apollo Bay with Marengo townships was very positive, with the broader community generally endorsing it.

The result of this studies' investigation into the feasibility of the proposed and assessed options for a shared path linking Marengo to Apollo Bay is that there is currently no viable path route available. (Refer to Map 4 for route options).

Subsequent investigations have found the proposal unachievable due to the following factors:

- ▶ The capital costs for the infrastructure needed to address the physical barriers existing in the topography against possible user numbers i.e. economic cost benefit does not justify the expenditure;
- ▶ The inability to connect path segments across private land; Private land created challenging obstacles that in the short term were not negotiable, further work by the community groups and relevant authorities may overcome these obstacles but probably not in the short term
- ▶ The existing and proposed land use agreements on private land that are currently being negotiated by other government authorities;
- ▶ The fact that a large proportion of the shared trail would be constructed on a floodplain and the subsequent cost of infrastructure required to withstand flooding to 50/100 year levels would not meet a reasonable economic expenditure v cost benefit. Safety issues regarding users on public roads and the cost of subsequent works needed to resolve those issues .i.e. Conns Lane;
- ▶ The impact on existing landowners adjacent to the Trail options.

#### 9.3.10 Recommendations

The following recommendations propose several actions that are offered as suggestions aimed at improving walking and cycling opportunities in the Apollo Bay – Marengo area.

##### 9.3.10.1 Recommendation 1

As this study progressed, there was interest in investigating another option for a shared path along the Barham River road to the Paradise Picnic area and further to Marriners Falls carpark.

The Barham River Road (refer to map 1) is used regularly by cyclists and although several bicycle advisory signs already exist along the road, using the sealed surface for bicycles is considered hazardous by locals. The sealed road formation is narrow with limited opportunity or separation for cyclists to escape from vehicles when they are passing. The road formation does not have any gravel shoulders and consists of many curves and blind corners, one side of the road is either wet pasture, a steep cutting or the edge drops-off into the Barham River from a narrow grassy verge. Members of the community have highlighted their concern, particularly with the number of school and holidaying children using the road at dusk. The tight curves and narrow carriageway sometimes force drivers onto the wrong side of the road exacerbating the separation issue. As the road moves north further up the valley, the road

reserve becomes increasingly narrower within the confines of the vegetation, river and cutting embankments, the surface also changes from bitumen to gravel. With the growing interest in cycling and an increasing visitor population to the area estimated to increase to 15,000 in the tourist season the road provides a reasonably graded ride through a picturesque valley out to the Paradise Picnic area and further on to Marriners Falls. The current situation could be significantly improved by the strategic installation of road shoulders. Although expensive at approximately \$40-50,000 per kilometre, this work could be included in any major future upgrading or maintenance work on the road e.g. programmed re-sealing.

Benefits of providing sealed shoulders include:-

- Allows some separation of cyclists from vehicles ,
- Provides a safer wider sealed surface for all users on the narrow formation;
- And provides place for cyclists to stop off the carriageway.

Further developmental work will needed by traffic engineers to ascertain the length, suitability and the best places to place the shoulders.

#### 9.3.11 Recommendation 2

The existing shared path linking the two townships along the Great Ocean Road needs an extensive program of works to comply with current recognised standards (e.g. *Austrroads Guide to Road Design Part 6A: Pedestrian and Cyclists Paths (2009)*). The standards together with the following suggestions will contribute to improving the user experience by:-

- Increasing the width of the rolling surface to a minimum of 2.5 metres;
- Improving the formation profile by removing/levelling some of the deeper dips. Currently the depressions hold water and force users onto the road seal;
- Improving runoff and drainage, by crowning and/or increasing the cross fall of the path formation profile;
- Installing more visual identifiers such as guide posts, strategic fencing at the end of access tracks and possibly some revegetation where possible, particularly around the beach car park areas. Although the speed limit on the Great Ocean Road is 70kph, the road and path user separation could be improved by a few simple actions;
- Improving signage. Some behavioural signs are needed to ensure a code of conduct is adhered to;
- Formalise the beach viewing area by providing steps, ramps and access paths to timber viewing platforms strategically place along the path, rationalising the existing access points. This approach will also assist in stabilising the foredune that is currently eroding.

### 9.3.12 Recommendation 3

Continue to pursue the shared path along the Barham River linking Marengo and Apollo Bay creating a loop or circuit with the existing Great Ocean Road Shared Path. Although a long term view, continued negotiations with landowners may prove beneficial particularly with strong community support underpinning the argument. With time things change as do people's perspectives.

## 9.4 Wild Dog Falls Trail

### 9.4.1 Trail Proposal

**Trail Type:** One way - return. (See map 5).

**Length:** 3,500 metres.

**Time to complete:** 4 hours return.

**Grading or difficulty:** Medium – Difficult.

**Land Tenure:** Crown land managed by PV.

**Track Class:** (PV grading) A Grade 3 walk which corresponds to AS 2165.1 Class 3 track grading to a Grade 4 walk which corresponds to AS 2165.1 Class 4 track.

**Prohibited:** Dogs, horses, bicycles, motor vehicles, motor bikes, fires, camping, and firearms.

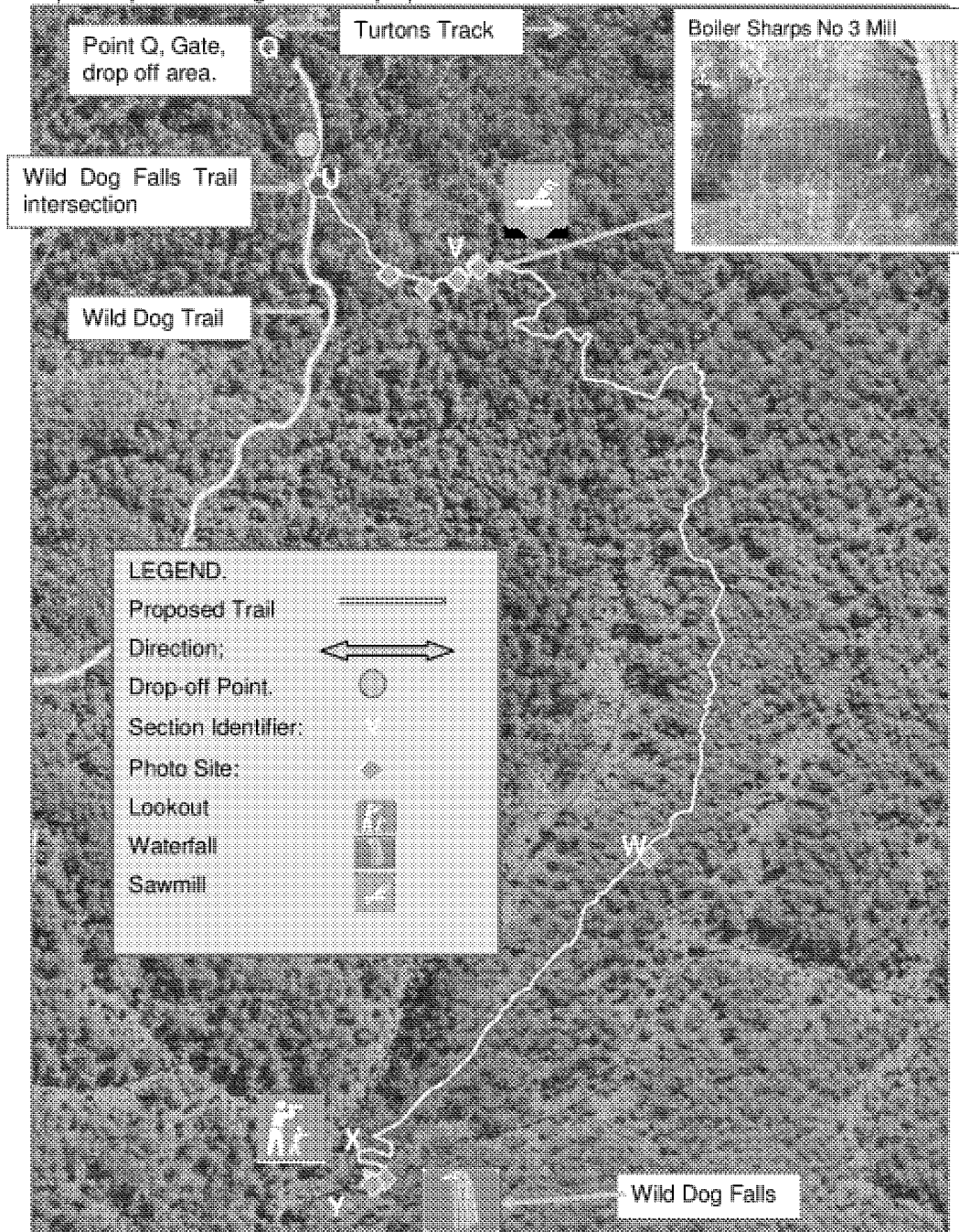
### 9.4.2 Trail Proposal Overview

- The Wild Dog Falls Trail proposal extends from the gate on Turtons Track, located approximately five kilometres from the Haynes Junction on the Skenes Creek - Forrest road. The first section follows the formed logging track uphill for 250 metres. Although generally clear, the vegetation is slowly encroaching on the formation. It consists of under storey small trees and shrubs to three metres high with an average stem diameter of approximately 50 -75 mm, ground ferns form the predominant groundcover;
- The trail passes through Wet Forest (EVC 20) and as would be expected is verdant with significant ground cover regrowth (to 50-60 years). The trail runs east for approximately 450 metres along an old logging winch line to the Sharps Number three mill site;
- From the mill site, the path follows an old logging truck route that meanders for 1500 metres downhill following the contours to a ridge above the valley;
- Connects with a snig line and then travels 770 metres down into the Wild Dog River and Wild Dog Falls via a steep descent for the last 200 metres.

Although the finished trail surface will be earthen, there may be a future requirement for a gravelled surface, rock benching and drains and perhaps a small bridge to assist in negotiating the wetter areas. Viewing access to the Wild Dog River Valley and Falls will require stairs with landings together with several switchbacks in the trail alignment to enable users to safely access the proposed falls viewing platform. These construction proposals are discussed in the following Trail segment details.



Map 5 Map of Wild Dog Falls Trail proposal.



### 9.4.3 The Existing Trail

The trail route currently used by the Otway Ranges Walking Association makes best use of the old winch line, snig lines, tramways and logging tracks along the ridges. An estimated maximum of twenty users per year would currently use this trail, this figure varies considerably depending on the weather and the ORWTA walking program.<sup>23</sup> The Trail is only partially ribboned so some local knowledge is required to follow the existing trail. As a consequence walkers could miss the trail quite easily particularly between the mill site and the entry onto the old logging track formation. The trail has been broken up into segments (Q to Y) that reflect either the type of walking surface, future infrastructure requirements or major direction changes. This trail segmentation also allows for the trail to be more easily costed in this developmental stage and constructed and managed once the trail proposal has been financed. Along the ridge from point 'V' the trail follows an old logging track, this section to point 'W' is heavily vegetated with tree and ground ferns with several small land slips, the path is still discernable due to the size of the track formation.

### 9.4.4 Recommendations

Summary of additional recommendations from the trail analysis:

#### 9.4.4.1 Cultural Heritage Management Plan

The trail passes through areas identified as having Aboriginal Cultural sensitivity<sup>24</sup> by Aboriginal Affairs Victoria. Although the proposed works have been designed to have a minimal impact on the surface/sub surface, the presence of the registered sites, the area listed being listed as sensitive, Parks Victoria require a CHMP for all new works in the Great Otway National Park.

#### 9.4.4.2 Botanic Surveys

There will be a significant number of ground ferns removed and/or relocated as part of this proposal, the actual amount to be removed will be determined by the final route alignment determined by Parks Victoria staff. A botanic survey may be required to determine the exact species to ensure those listed are not adversely impacted by the proposal.

#### 9.4.4.3 Further survey and design

The approach taken in addressing access via the steep descent into the Wild Dog River will require careful planning and some innovative design. If the trail access is going to be safe and comply with all the planning requirements of Parks Victoria the design must consider such things as:-

- » Cultural Heritage;
- » Erosion impacts;

<sup>23</sup> ORWTA estimate 2010.

<sup>24</sup> AAV cultural sensitivity 2011-04



Apollo Bay Trails Feasibility 2012

- ▶ Vegetation impacts;
- ▶ Pathogen introduction;
- ▶ User amenity i.e. views and ease of use;
- ▶ Cost and ease of construction.

It is recommended that a design brief be developed, put to tender requesting recognised designers to quote. Triplet falls can be used as a suitable design and construction benchmark or precedent.



## 9.5 Wild Dog Valley Loop Trail

### 9.5.1 Trail Proposal

**Trail Type:** Circuit Loop. (See map 6).

**Route:** Wild Dog Valley Loop Trail has not yet been walked in its entirety; the northern section is basically unknown and has been conceived by the ORWTA based on maps and a 1946 aerial photograph of the area showing old logging tramlines, snig and winch lines between Sharps number two mill and number 3 mill. This trail is entirely in the Great Otway National Park. The following trail details start at the Skenes Creek-Forest Road and walk clockwise. The Wild Dog Valley Loop Trail can be accessed either from the Turtons Track gate or from the Skenes Creek - Forest Road. The latter having ample space for car parking which could be developed further at a later date if there is a demonstrated demand. The trail also incorporates the Wild Dog Falls Trail (as well as the first section of the Wild Dog Trail, as an alternative start point, which forms an access trail to the loop trail proper).

As a large component of the walk is unknown, it is difficult to determine the exact route and the subsequent works, infrastructure and expenditure that would be required to construct it. However given the ORWTAs experience with this region and topography, some projected estimates can be included in this trail summary.

**Length:** 10,100 metres.

**Time to complete:** 6 hours return.

**Grading or difficulty:** Medium – Difficult. There are some steep sections that will require stairs.

**Land Tenure:** Crown land managed by PV.

**Track Class:** (PV grading) A Grade 3 walk which corresponds to AS 2165.1 Class 3 track grading to a Grade 4 walk which corresponds to AS 2165.1 Class 4 track.

**Prohibited:** Dogs, horses, bicycles, motor vehicles, motor bikes, fires, camping, and firearms.

### 9.5.2 Overview

The Wild Dog Valley Loop Trail proposal extends from the gate on Skenes Creek-Forest Road carpark approximately 600 metres south of the Haynes Junction on the Skenes Creek - Forrest road. The first section follows the ribboned formed old tramway for 560 metres to the Sharps Number 1 mill site. Although generally clear, the trail is covered in fallen forest debris. The vegetation is slowly encroaching on the formation; this consists of under storey small trees and shrubs to three metres high and a stem diameter of approximately 70 mm and ground ferns.

The predominant environment the trail passes through is Wet Forest (EVC 20) and as would be expected is verdant with significant ground cover regrowth. The trail runs east for

approximately 450 metres along an old logging winch line to the Sharps Number Three Mill site.

From the mill site the path doubles back to connect with a ribboned, old logging truck route to the North West. The track formation (up to five metres wide in some sections with deep cuttings) meanders for 1700 metres downhill along the contours via four major switchbacks to a spur above the valley. The trail then connects with a winch snig line, and then drops 350 meters to a set of constructed steps (installed by ORWTA, Satinwood in poor condition). A steep descent of 100 metres brings the walker to the Teahouse Junction, a confluence of three streams. The trail then follows the Wild Dog River (ribboned) closely along the riverbank for another 1124 metres to the Jack Phillips Cascades (this section will require boardwalks to reduce the impact on the vegetation and elevate walkers out very wet conditions), a set of metal stairs (installed by ORWTA, marginal condition at best) then access's the Jack Phillips Cascade above the falls.

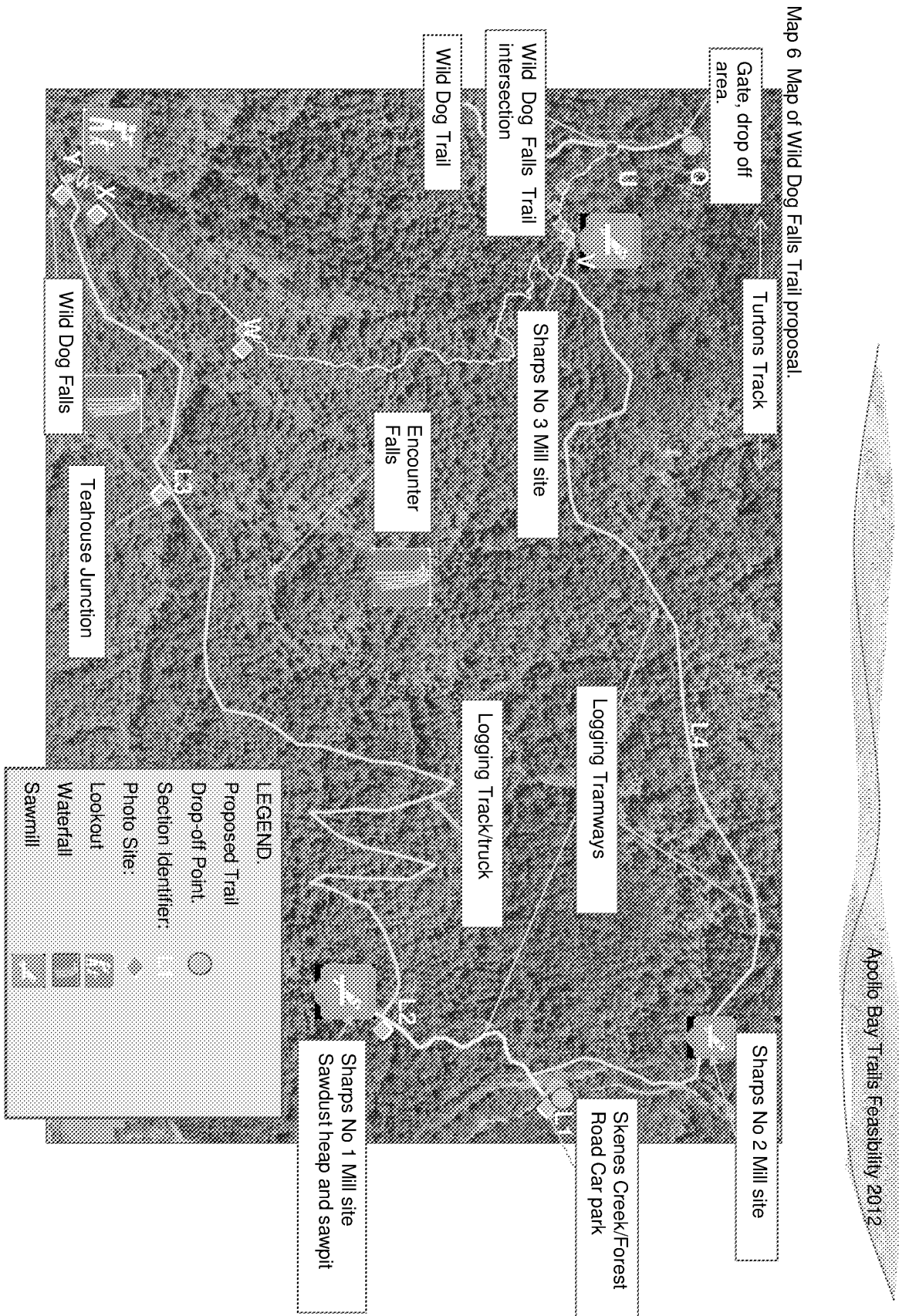
The trail continues across the river and up the bank opposite (stairs / ladder required), a path then leads to the Wild Dog Falls Trail and the falls viewing platform (if constructed) at Point 'Y', follow the trail up the ridge to the Sharps Number 3 mill site.

At point 'V' the trail then heads north to, and in theory connects with the disused tramway as described by Norm Houghton in his *'Sawdust and Steam: A history of the railways and tramways of the eastern Otway Ranges'* publication, also indentified in the topographic maps created by a member of ORWTA. Other evidence of these tramways is found on the 1946 Aerial photograph archived with the COS. The tramways travel along the main ridge or just below it on a lower contour. There is a significant gap between this tramway and the linking tramway that comes in from the North East, this gap appears to represent a drop down a spur line.

The tramway in the North East follows the ridge up to Turtons Track and then changes direction to the South East linking with the Sharps Number Three Mill site finally connecting to the trail that leads into Sharps Number 1 mill and returns to the car park/drop off area on the Skenes Creek-Forest Road via the tramway formation described earlier. This section requires ribboning/marking prior to any further investigation, up until the time of writing there hasn't been any opportunity to explore this section due to the weather conditions and the unavailability of local experienced guides from ORWTA.

Although the finished trail surface will be earthen, there may be a future requirement for gravelled surfaces/rock or timber drainage lines and boardwalks in the wetter areas. Access to the Wild Dog River Valley will require stairs with landings together with a creek crossing,





### 9.5.3 Recommendations

Summary of additional recommendations from the trail analysis

#### 9.5.3.1 Cultural Heritage Management Plan

The trail passes through areas identified as having Aboriginal Cultural sensitivity<sup>25</sup> by Aboriginal Affairs Victoria. Although the proposed works have been designed to have a minimal impact on the surface/sub surface, the presence of the registered sites, the area is listed as sensitive, PV require a CHMP for all new works in the Great Otway National Park.

#### 9.5.3.2 Environmental Assessments

There will be a significant number of ground ferns removed and/or relocated as part of this proposal, the actual amount to be removed will be determined by the final route alignment determined by Parks Victoria staff. A flora and fauna survey may be required to determine the exact species to ensure those listed are not adversely impacted by the proposal.

#### 9.5.3.3 Planning Permit

The ESO3 Water catchment conditions. A planning permit may be required for the trail between points V and L1

#### 9.5.3.4 Further survey and design

The approach taken in addressing access via the steep descent into the Wild Dog River and tributaries will require careful planning and some innovative design. If the trail access is going to be safe and comply with all the planning requirements of the management authorities, the infrastructure design must consider such things as:-

- Cultural Heritage;
- Erosion impacts;
- Flora and Fauna impacts;
- Pathogen introduction;
- User amenity i.e. views and ease of use;
- Cost and ease of construction.

It is recommended that a design brief be developed, put to tender requesting recognised /approved designers to quote. Triplet Falls development and infrastructure could be used as a suitable guide.

Figure :4

Figure :5

Figure :6

Figure :7

Figure :8

<sup>25</sup> AAV cultural sensitivity 2011-04

Figure :9

## 9.6 Marriners Falls Link Trail

### 9.6.1 Trail Proposal

**Trail Type:** One way. (See Map 7).

**Length:** 4048 metres.

**Time to complete:** 3 hours.

**Grading or difficulty:** Medium – Difficult.

**Land Tenure:** Crown land River Reserve/GONP are both managed by PV.

**Track Class:** (PV grading) A Grade 3 walk which corresponds to AS 2165.1 Class 3 track grading to a Grade 4 walk which corresponds to AS 2165.1 Class 4 track.

**Prohibited:** Dogs, horses, bicycles, motor vehicles, motor bikes, fires, camping, and firearms.

### 9.6.2 The Existing Trail

**Route:** This trail is entirely in the Great Otway National Park. The Marriners Falls Link Trail leads west from the Wild Dog Trail at the gate near Point 'I' and veers south west across the saddle keeping to the right of the gully on a small spur crossing the contours to reduce the walking gradient and after 265 metres meets the East Barham River.

The trail follows the Barham River downstream, walking in the water over shallow banks of shingles, rock, a number of log jams and through deeper clear pools. The river bed and the riparian zone are dynamic and may change with each significant rain event. After an estimated 460 metres the valley opens up and the river bed becomes rocky, continue walking for 765 metres along the river bank where possible crossing the river in several places until the trail meets Falls Creek flowing in from the right. Cross the river below the confluence with Falls Creek and follow the Parks Victoria Marriners Falls Trail on the western bank either North West as a detour to Marriners Falls (360 metres) and/or straight back to the car park at Willow Bryn (930 metres).

Currently walking down the Barham River Creek can be awkward and dangerous, however this is easier than negotiating the heavily vegetated steep terrain either side of the river. It is advised that a day pack with rain gear, water and a snack be carried. (To be noted in promotional media and trail signage).

### 9.6.3 Trail Proposal Issues

(Refer to Appendix 1 'Trails Issues' paper for more detail)

- ▶ Some infrastructure in the form of benching, drainage and handrails will be needed to take walkers out of the river bed;
- ▶ Users dropping litter etc;



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- There is little or no mobile phone coverage;
- Possibility of users getting lost..



Map 7 Map of Marriners Link Trail proposal.

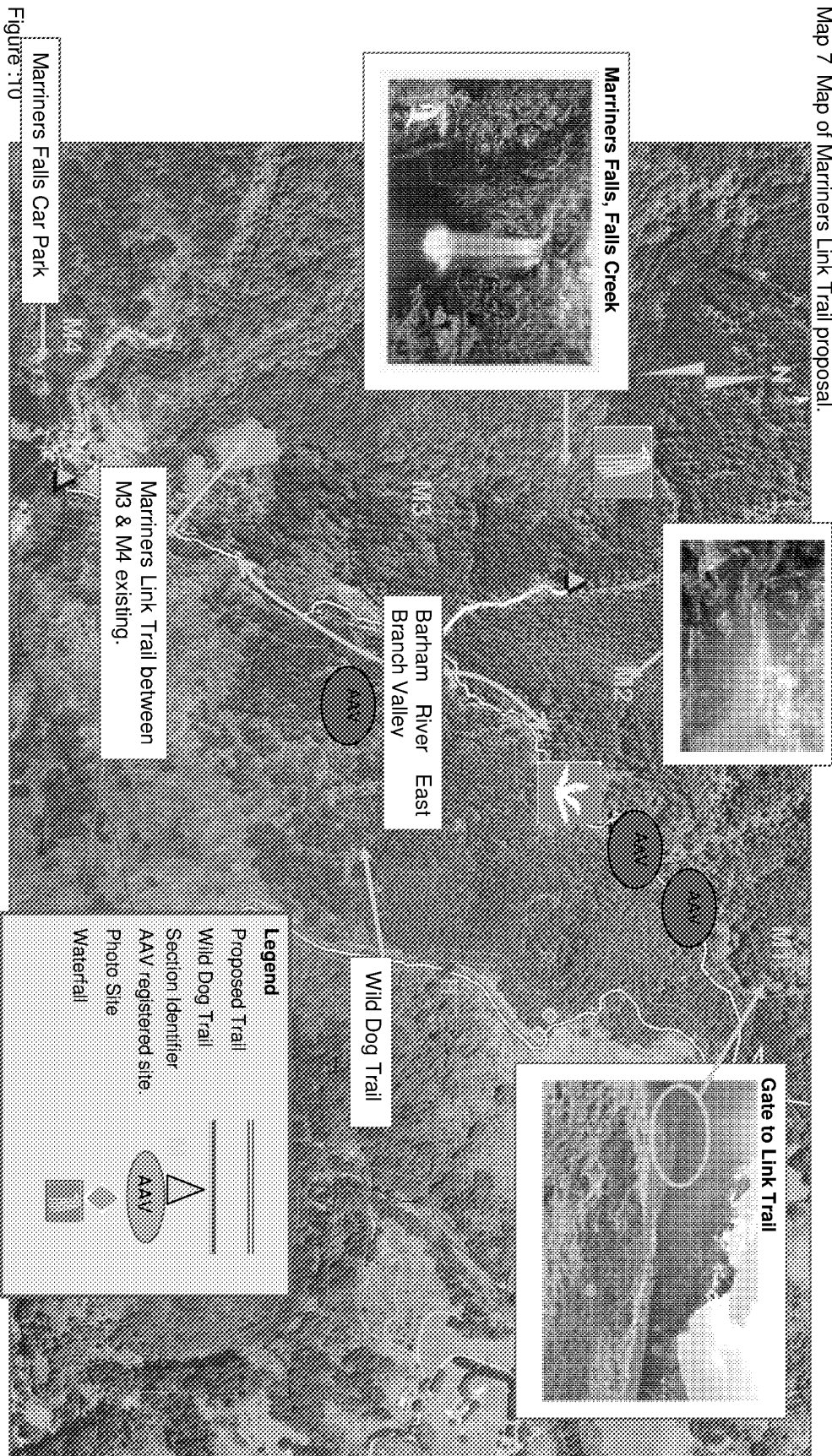


Figure 10



- Environmental Issues.
  - ✧ Vegetation. The Marriners Falls Link Trail proposal is entirely within the boundaries of the Great Otway National Park. Although a primary aim of the proposal is to minimise any negative impact to the environment, and finding a route of least resistance, the works will require a large amount of vegetation to be removed (relocated) if the trail is to follow the contours above the river. As most of the vegetation to be moved will be ground ferns this action may require a vegetation removal permit and a corresponding Vegetation Offset Plan.
  - ✧ Earthworks. Environmental Management Overlay (EMO). Some earth works will be required to bench the trail, although this action does raise some erosion concerns, a precedent exist at Triplet Falls for this type of work. This trail is in the boundaries of the Barham River water catchment.
  - ✧ Disease/Pathogens to be highlighted in signage and literature. Foot bathing stations may be necessary as is done along the Great Ocean Walk. Introduction of weeds is a major concern in this sensitive environment.
- Cultural Issues.
- Wet, muddy and slippery in winter, recommend closure over the winter months.

All these issues and more have been considered in the context of the proposal and responses to them have been built (where possible) into the trail design, alignment and infrastructure.

#### 9.6.4 Recommendations

Summary of additional recommendations from the trail analysis:

##### 9.6.4.1 Cultural Heritage Management Plan

The trail passes through areas identified as having Aboriginal Cultural sensitivity<sup>26</sup> by Aboriginal Affairs Victoria. Although the proposed works have been designed to have a minimal impact on the surface/sub surface, the presence of the registered sites, the area listed being listed as sensitive, Parks Victoria require a CHMP for all new works in the Great Otway National Park.

##### 9.6.4.2 Environmental Assessment

There will be a significant number of ground ferns removed and/or relocated as part of this proposal, the actual amount to be removed will be determined by the final route alignment determined by Parks Victoria staff. An environmental assessment may be required to

<sup>26</sup> AAV cultural sensitivity 2011-04

determine the exact species to ensure those listed are not adversely impacted by the proposal.

#### 9.6.5 Vegetation offset plan.

From the Environmental Assessment the planning requirements for the removal of native vegetation will be identified as will the appropriate responses, refer to "*Victoria's Native Vegetation Management: A Framework for Action*".

#### 9.6.6 Further survey and design

The approach taken in addressing access via the path that cuts across the steep slope will require careful planning and some innovative design. If the trail access is going to be safe and comply with all the planning requirements of Parks Victoria the design must consider such things as:-

- ✧ Cultural Heritage;
- ✧ Erosion impacts;
- ✧ Vegetation impacts;
- ✧ Catchment impacts;
- ✧ Pathogen introduction;
- ✧ User amenity i.e. views and ease of use;
- ✧ Cost and ease of construction.

It is recommended that a detailed trail design brief be further developed, put to tender requesting recognised Designers to quote if the trail is to proceed. Triplet Falls can be used as a suitable precedent.

Appendix 1: Trails Issues Paper

ISSUES AND RESPONSES ASSOCIATED WITH THE TRAILS PROPOSAL

The trail proposals are generally based on the assumption of access using unused and used government road reserves, Crown Land (reserved) and/or Private Land. "Highview Walk", Wild Dog Track, Wild Dog Falls Loop Trail, Wild Dog/Mariners Falls Link Track, Barnham River Shared Path all share similar implementation issues, some more than others.

Issue	Comments/Request	Options	For	Against	Action	Responsibility
A. Existing fences may not follow the Rd. Res. route boundaries	This situation requires users to encroach on private property.	Use existing walkers rough track route.	<ul style="list-style-type: none"> <li>Minimal track realignment and construction.</li> <li>Best user experience.</li> <li>Related route with minimal 'Controls'.</li> <li>Probably cheapest option.</li> </ul>	<ul style="list-style-type: none"> <li>See below, Private landowners don't want users just wandering around.</li> <li>Possibility of users getting lost.</li> <li>Liability. Possibility of users injuring themselves, holes, steep slopes, stock etc.</li> <li>Difficult to remove liability from landowners without some formal agreement/title modification.</li> <li>Experience shows it to be a possible short term agreement (5 years x 4).</li> <li>All landowners may Council bears full liability responsibility.</li> <li>If one landowner does not sign the trail becomes dysfunctional.</li> <li>Continued use by landowner may render trail impassable in wet weather/stock damage.</li> <li>Hard to negotiate from a base position.</li> <li>Council may not be able to directly manage Service levels maintenance.</li> </ul>	Formalise Route	COS
B. Property owners concerned about liability and risk management (should someone hurt themselves and sue landowner?)	Responses from landowner trail survey and consultant contact.	Council can assume liability responsibility by negotiating with the landowner to use their land and develop a land use agreement, i.e. Beachy Park Trail agreements (licences).	<ul style="list-style-type: none"> <li>May provide a quick solution.</li> <li>Existing Council precedent, Beachy rail trail licence agreements.</li> <li>Resolves landowner liability concerns.</li> <li>Resulting project could be considerably cheaper (i.e. direct route).</li> <li>Good will required, developed on both sides.</li> <li>Provides the greatest or best experience for the user (views direct route).</li> </ul>	<ul style="list-style-type: none"> <li>May alienate adjoining landowners (possible splitting of farm, loss of horses).</li> <li>May prove costly due to route need to survey, fences, gates, earthworks, track stabilization.</li> <li>Does not provide the best user experience (views).</li> <li>Longer route therefore walk time.</li> </ul>		COS
		Declaring the unused rd as open to traffic. COS places rd res on Fair Use and gazette through the Ministerial process.	<ul style="list-style-type: none"> <li>Secure route for as long as trail remains viable (option has high value).</li> <li>Does not require adjoining landowner approval (grazing licences do not provide exclusivity).</li> <li>Council can manage trail as required.</li> <li>No liability issues with landowner and in fact onus may reverse as landowner would have to keep stock contained?</li> <li>Grazing licences can be revoked with 60 days notice DSE with due cause.</li> <li>Council can directly manage service levels/ maintenance (Rd/ff).</li> </ul>			COS
		Lease strip of Land from landowner	<ul style="list-style-type: none"> <li>Provides Council with secure tenure (if long term lease).</li> <li>Resolves landowner liability concerns.</li> <li>Resulting project could be considerably cheaper (i.e. direct route).</li> <li>Possible good will developed on both sides (landowner gets a return on land).</li> <li>Provides the greatest or best experience for the user (views, direct route).</li> <li>Existing Council precedent?</li> <li>Council can directly manage Service levels/ maintenance.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing expense, i.e. cost of annual lease fee and set up costs (legal).</li> <li>Non-renewal of lease by one landowner will render the trail dysfunctional.</li> <li>Hard to negotiate from a poor base position.</li> <li>Max lease tenure 23 years?</li> </ul>		COS
		Buy Strip of Land from Landowner	<ul style="list-style-type: none"> <li>Provides Council with secure tenure.</li> <li>Resolves landowner liability concerns.</li> <li>Resulting project could be considerably cheaper (i.e. direct route).</li> <li>Possible good will developed on both sides (views, direct route).</li> <li>Provides the greatest or best experience for the user (views, direct route).</li> <li>Existing council precedent?</li> <li>Council can directly manage Service levels/ maintenance.</li> </ul>	<ul style="list-style-type: none"> <li>May be expensive, at say \$5,000/acre, legal fees, conveyancing fees etc.</li> <li>May not achieve optimal alignment.</li> <li>Compulsion, land acquisition? Generally can create hard PR, Westy Council.</li> <li>Time consuming.</li> <li>Hard to negotiate from a poor negotiating base position.</li> </ul>		COS

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Issues	Comments/ Background	Options	For	Against	Action	Responsibility
		Land Swap/ licensed use of Road Reserve: (Crown Land) trade off.	<ul style="list-style-type: none"> <li>Provides Council with secure tenure.</li> <li>Resolves landowner liability concerns.</li> <li>Resulting construction costs could be considerably cheaper (direct route).</li> <li>Possible good will developed on both sides.</li> <li>Provides the greatest or best experience for the user (views, direct route).</li> <li>Existing Council precedent? Yes swap with Crown land e.g. Beechey Rd (although not R Res) or Road Reserve available for long term lease for grazing swap for trail land use.</li> <li>Council can directly manage Service levels/ maintenance.</li> <li>Provides Council with secure tenure.</li> <li>Could be used for short access routes to lookouts along the trail from main alignment.</li> <li>Resolves landowner liability concerns.</li> <li>Resulting construction costs could be considerably cheaper (direct route).</li> <li>Possible good will developed on both sides ( but handed at the start also).</li> <li>Provides the greatest or best experience for the user ( views, direct route).</li> <li>Road Reserve available for long term lease for grazing as could be the easement.</li> <li>Or allows landowner to continue with status quo with some minor conditions (defined in the Soc 173) e.g. try to keep stock off in very wet conditions to prevent plugging of trail.</li> </ul>	<ul style="list-style-type: none"> <li>Requires landowner goodwill.</li> <li>May be expensive - at say \$5,000/acre, legal fees, conveyancing fees etc.</li> <li>May not achieve optimal alignment if suitable land not available.</li> <li>Time consuming (legal)</li> <li>Hard to negotiate from a poor base position.</li> </ul>		
		Define route as an easement on title as a Soc 173 agreement between parties. Section 173 of the Property and Environment Act 1987 (VEA) allows the responsible authority and the owner of land to enter into agreements that will continue to apply to the land in the hands of future owners and which can be transferred to the land on any of the following matters:	<ul style="list-style-type: none"> <li>Education: Users generally aware of such issues.</li> </ul>	<ul style="list-style-type: none"> <li>Cost: Education may not be read, comprehended.</li> <li>Always some idoll.</li> <li>What is the risk? Probably low, data from Insurer?</li> </ul>		
C. Property owners concerned about users affect/ interaction on stockstock (bules) injuring users. Response from 2009 landowner trail survey and officer contact	Users leaving gates open, stock then mixes with neighbours stock/ gets on main Rd Res. (e.g. Montrose S) and creates a hazard for vehicles and other users	All signage marketing literature will highlight an awareness of stock issues	<ul style="list-style-type: none"> <li>Landowner cover from stock loss and liability</li> <li>On site warnings could be very effective in resolving this issue</li> <li>Issue Preadent on Beechey trail?</li> </ul>	<ul style="list-style-type: none"> <li>All liability for loss and injuring rests with Council</li> </ul>		COS
		Any license agreement (and use agreement etc.) will cover landowner for loss of stock re: Beechey Trail	<ul style="list-style-type: none"> <li>Full user/stock separation</li> <li>Provides a quick escape if nearby</li> </ul>	<ul style="list-style-type: none"> <li>Difficult one this one as it puts onus on farmer i.e. They may resist any imposition</li> <li>Would require alternative route and corresponding infrastructure</li> <li>Extra cost</li> <li>Expensive, creates new issues as in 4 below</li> </ul>		COS
		Fence/ trail alignment		<ul style="list-style-type: none"> <li>Will not cover all eventualities</li> <li>Cost/maintenance.</li> </ul>		
		Install style (escape routes)		<ul style="list-style-type: none"> <li>More signs</li> <li>Cost.</li> </ul>		
D. Users dropping litter etc	Response from landowner trail survey and officer contact. Only one example has been provided. No rubbish was seen whilst walking the trail.	Marketing/Signage will highlight this issue, indicating respect for the environment	<ul style="list-style-type: none"> <li>No litter</li> </ul>		Signs/literature	COS/Parks Vc.

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Issues	Comments/Recommendations	Options	FOR	Against	Action	Responsibility
<p>E. Trail users causing a hazard on narrow winding gravel roads that limit visibility with limited vehicle/pedestrian separation. Speed Limit outside urban area 100kph</p>	<p>Although these sections of the Trail are not significant in terms of their length in comparison to the rest of the Trail, contractor/trucks, as well as trailers and passenger vehicles, pose a significant risk to all users with the need for separation for trail users to avoid vehicles.</p>	<p>Status Quo</p> <p>Every effort should be made by Council and the steering group to find alternative access paths alongside or nearby these roads to avoid users having to share the roads with vehicles. All marketing literature will highlight an absence of danger to pedestrian on these roads.</p> <p>Reduce speed restriction</p>	<ul style="list-style-type: none"> <li>Not an Option.</li> <li>Separation is the best result. Pedestrian - Beachy trail users contact with log trucks. With no incidents as yet.</li> <li>Education: <ul style="list-style-type: none"> <li>Advice on reflective clothing.</li> <li>Users generally aware of such issues.</li> <li>Pedestrians are allowed to use roads.</li> </ul> </li> <li>Local road COS/ possible.</li> <li>Road signage/ sharrow road etc.</li> <li>Provides users with clear warnings.</li> <li>Limit liability from COS. Road management Plan. Pedestrian - Beachy R trail users contact with log trucks. With no incidents as yet.</li> <li>No one gets lost.</li> <li>User confidence.</li> <li>May keep users from wandering in private property.</li> <li>Reduces walk time.</li> <li>No one gets lost.</li> <li>User confidence.</li> <li>Keeps users out of private property.</li> <li>Reduces walk time.</li> <li>May increase user numbers.</li> <li>Must have Emergency services supporting trail proposals.</li> <li>Reduces potential call outs.</li> <li>Quick emergency response</li> <li>Highview - Barham River and Crow's Nest to Wild Dog track will not require DSE veg offsets plans.</li> <li>Minimises damage to Native veg (wild dog etc).</li> <li>Construction costs savings.</li> <li>Highview - Barham River and Crow's nest to Wild Dog track will not require DSE veg offsets plans.</li> <li>Minimises damage to Native veg (wild dog etc).</li> <li>Construction costs savings.</li> <li>Long term savings in reducing veg damage/quality track construction.</li> <li>Provide sensible solutions to on ground trail alignment soil/veg issues.</li> </ul>	<ul style="list-style-type: none"> <li>Potential for incident.</li> <li>Additional costs.</li> <li>Time in developing alternative routes.</li> <li>No alternative currently apparent.</li> <li>Doesn't provide that critical separation of 9m in 100kph (Vic Roads Standard requirement).</li> <li>Drivers probably won't read literature about the walk.</li> <li>Doesn't provide that critical separation of 9m in 100kph.</li> </ul>	<ul style="list-style-type: none"> <li>Due to the topography and Rd alignment speed would not generally be a factor.</li> <li>More signs.</li> <li>Cost.</li> <li>People still wander around.</li> <li>Doesn't provide that critical separation of 9m in 100kph.</li> <li>More signage.</li> <li>Cost for infrastructure and maintenance.</li> </ul>	
<p>F. Possibility of users getting lost.</p>	<p>The recent event, 2 people getting lost overnight (2-13/4/2011) in the area. Interviewed the Apollo Bay CFA Captain (Colin Coleman) on 19/4/2011 about the circumstances surrounding the reasons that led to the rescue operation by OFASFS and Police</p>	<p>Trails must be clearly marked by both signage and track definition.</p> <p>Accurate Directional information (maps and trail info) must be part of the marketing strategy with trail guide contacts if required.</p> <p>Ensure all emergency services are aware of the track route with guide contacts.</p>	<ul style="list-style-type: none"> <li>No one gets lost.</li> <li>User confidence.</li> <li>Keeps users out of private property.</li> <li>Reduces walk time.</li> <li>May increase user numbers.</li> <li>Must have Emergency services supporting trail proposals.</li> <li>Reduces potential call outs.</li> <li>Quick emergency response</li> <li>Highview - Barham River and Crow's Nest to Wild Dog track will not require DSE veg offsets plans.</li> <li>Minimises damage to Native veg (wild dog etc).</li> <li>Construction costs savings.</li> <li>Highview - Barham River and Crow's nest to Wild Dog track will not require DSE veg offsets plans.</li> <li>Minimises damage to Native veg (wild dog etc).</li> <li>Construction costs savings.</li> <li>Long term savings in reducing veg damage/quality track construction.</li> <li>Provide sensible solutions to on ground trail alignment soil/veg issues.</li> </ul>	<ul style="list-style-type: none"> <li>Any negatives?</li> <li>May increase track lengths with associated costs.</li> </ul>	<ul style="list-style-type: none"> <li>Cost.</li> <li>May increase user numbers and annoy landowners.</li> </ul>	
<p>G. Environmental issues. Vegetation Protection Overlay, VFO. Significant Landscape Overlay, SLO. Listed species; Removal.</p>	<p>Generally there is a minimal amount of vegetation to be removed for most of the trails, Wild Dog Track and Wild Dog Falls Loop Track will require the most.</p>	<p>Follow route of least resistance (i.e. veg removal).</p> <p>Remove only what is absolutely necessary.</p> <p>Employ experienced track builders.</p>	<ul style="list-style-type: none"> <li>Highview - Barham River and Crow's Nest to Wild Dog track will not require DSE veg offsets plans.</li> <li>Minimises damage to Native veg (wild dog etc).</li> <li>Construction costs savings.</li> <li>Highview - Barham River and Crow's nest to Wild Dog track will not require DSE veg offsets plans.</li> <li>Minimises damage to Native veg (wild dog etc).</li> <li>Construction costs savings.</li> <li>Long term savings in reducing veg damage/quality track construction.</li> <li>Provide sensible solutions to on ground trail alignment soil/veg issues.</li> </ul>	<ul style="list-style-type: none"> <li>May require DSE veg offsets plans.</li> <li>Short term increase in const. Expenditure.</li> </ul>		

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Issues	Comments/Background	Options	FOI	Agents	Action	Responsibility
H. Environmental Issues, Earthworks Management Overlay, EMO	Generally there is a minimal amount of earth works required for most of the trails except Bathers River, Shared trail and Wild Dog to Mariners Falls.	Losi Nosode Highway and Wild Dog Trails will be earthwork tracks with minor gravel sheeting. Fencing Bathers Shared Path will only require the removal of the organic layer (up to 100mm) build up track with compacted rock above cast soil level and spray seal.	<ul style="list-style-type: none"> <li>Minimal soil disturbance.</li> <li>Minimal effect on carbonant values.</li> <li>Reduces erosion potential.</li> <li>May not require Cultural Heritage Management Plan.</li> <li>Minimal soil disturbance.</li> <li>Minimal effect on carbonant values.</li> <li>Reduces erosion potential to both path and surrounds.</li> <li>May not require Cultural Heritage Management Plan.</li> </ul>	<ul style="list-style-type: none"> <li>One section may require signs (basic).</li> <li>Earthwork trails may deteriorate with use weather and become muddy, slippery and cause erosion.</li> <li>May require Cultural Heritage Management Plan.</li> <li>May require Cultural Heritage Management Plan.</li> <li>Cost of works (unavoidable).</li> </ul>		
I. Environmental Issues, Disease	The introduction of soil from infected areas may contribute to the spread of 2 major diseases in the area, (Phytophthora and Myrtle wilt).	All marketing literature/signage will highlight an awareness of the danger of these diseases to native veg and provide suggest an IPM response.	<ul style="list-style-type: none"> <li>Awareness and education can limit introduction of these pathogens.</li> </ul>	<ul style="list-style-type: none"> <li>If introduced they could cause major damage to a clean environment.</li> </ul>		
J. Environmental Issues, Weeds	The introduction of soil from infected areas may contribute to the spread a range of noxious weeds. Soil disturbance can recreate a weed growth response to cleared areas if in the soil profile.	Follow up weed control required particularly in the NP. Mulching of removed veg and placed on site (suppression).	<ul style="list-style-type: none"> <li>Effective weed management method.</li> <li>Costs can be included in routine maintenance. Schedule.</li> <li>Can be effective as a weed suppressant.</li> </ul>	<ul style="list-style-type: none"> <li>Cost.</li> <li>Labour intensive cost.</li> </ul>		
K. Environmental Issues, Litter.	Issue raised above in point 5.	Marketing/signage will highlight the issue noting respect for the environment.	<ul style="list-style-type: none"> <li>No litter.</li> </ul>	<ul style="list-style-type: none"> <li>More signs</li> <li>Always be an issue</li> </ul>		
L. Cultural Issues, Aboriginal Cultural Heritage, Sensitivity, Registered sites.	Any earthworks may require an Aboriginal Cultural Heritage Management Plan.	Identify pre need for a CHMP as required. Minimise earthworks so as to avoid the trigger for a CHMP.	<ul style="list-style-type: none"> <li>Produce local communities in the process.</li> <li>Legal requirement.</li> <li>Acknowledge in info signage increases interest/awareness.</li> <li>Saves time and money.</li> </ul>	<ul style="list-style-type: none"> <li>Cost.</li> <li>Time.</li> <li>Not fully inclusive.</li> </ul>		
M. Cultural Issues HO Post settlement 1770	Identification of settlement significance.	Identify points of historical significance use interpretive signage to ID.	<ul style="list-style-type: none"> <li>Adds interest to trail.</li> <li>Recognises hardships of settlers etc.</li> </ul>	<ul style="list-style-type: none"> <li>Cost.</li> <li>More signs.</li> </ul>		
N. Cost:		Cost/benefit:	<ul style="list-style-type: none"> <li>Rally check.</li> </ul>	<ul style="list-style-type: none"> <li>May negate proposal.</li> </ul>		

OM122501-6

**AUTHORISATION OF OFFICER (PLANNING AND ENVIRONMENT ACT)**

AUTHOR:	Colin Hayman	ENDORSED:	Rob Small
DEPARTMENT:	Corporate & Community Services	FILE REF:	11/96474

**Purpose**

To appoint Statutory Planner Patrick Cauchi as an authorised officer under 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**

Council has recently appointed a Statutory Planner Co-ordinator following a recruitment process for an existing vacancy within the Statutory Planning Unit.

- (a) The *Planning and Environment Act 1987* regulates enforcement and is reliant on authorised officers acting on behalf of the Responsible Authority.
- (b) Currently Council's authorised officers are acting under a broader Appointment and Authorisation by the Chief Executive Officer pursuant to Section 224 of the *Local Government Act 1989*.
- (c) Legal advice has recommended that authorised officers be appointed by Council using a new instrument to address specific authorisation provisions of Section 147(4) of the *Planning and Environment Act 1987* versus the broader authorisations of Section 224 of the *Local Government Act 1989*.
- (d) The broader Instrument of Appointment and Authorisation by the Chief Executive Officer pursuant to Section 224 of the *Local Government Act 1989* must also be retained as it appoints the officers as authorised officers for the administration and enforcement of other acts.

**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 Instrument of Authorisation relates only to the powers arising from the *Planning and Environment Act 1987*. Currently, the power to commence proceedings in Council's name is also delegated under the Instrument of Delegation from the CEO to Council Staff. Staff members authorised under other legislation, such as the *Local Government Act 1989*, are appointed under delegation by the CEO.

**Proposal**

The proposal is to appoint Patrick Cauchi as an authorised officer pursuant to Section 147(4) of the *Planning and Environment Act 1987* and the regulations made under that Act.

**Financial and Other Resource Implications**

Nil

**Risk Management & Compliance Issues**

The *Planning and Environment Act 1987* regulates enforcement and is reliant on authorised officers acting on behalf of the Responsible Authority. The authorisation of officers under this Instrument is consistent with legal advice received.

**Environmental and Climate Change Considerations**

Nil

**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 appropriate method is to inform.

**Implementation**

The attached Instrument of Appointment and Authorisation (*Planning and Environment Act 1987*) comes into force immediately upon its execution.

**Conclusion**

Council received legal advice recommending that Council appoint authorised officers pursuant to Section 147(4) of the *Planning and Environment Act 1987* for matters relating to planning compliance and enforcement.

**Attachments**

1. Instrument of Delegation and Authorisation 1 Page

**Recommendation(s)**

1. ***That Council appoints Patrick Cauchi as an authorised officer pursuant to the Planning and Environment Act 1987.***
2. ***The Instrument of Appointment and Authorisation comes into force immediately the common seal of Council is affixed to the Instrument and remains in force until Council determines to vary or revoke it.***
3. ***The Instrument of Appointment and Authorisation be sealed.***

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INSTRUMENT OF APPOINTMENT AND AUTHORISATION

(Planning and Environment Act 1987)

In this Instrument “**officer**” means –

PATRICK CAUCHI

By this Instrument of Appointment and Authorisation Colac Otway Shire Council –

1. Under section 147(4) of the *Planning and Environment Act 1987* appoints the officer to be an authorised officer for the purposes of the *Planning and Environment Act 1987* and the regulations made under that Act; and

It is declared that this Instrument –

- (a) comes into force immediately upon its execution;
- (b) remains in force until varied or revoked

This Instrument is authorised by a resolution of the Colac Otway Shire Council on 25 January 2012.

THE COMMON SEAL of Colac Otway Shire
Council was hereunto affixed in accordance
with Local Law No 4

.....
Chief Executive Officer

Dated.....

OM122501-7

**COUNCIL SUPPORT TO NEIGHBOURHOOD HOUSES
POLICY**

| | | | |
|-------------|-----------------------------------|-----------|-----------|
| AUTHOR: | Colin Hayman | ENDORSED: | Rob Small |
| DEPARTMENT: | Corporate &
Community Services | FILE REF: | 11/96055 |

Purpose

The purpose of this report is to present the Policy No. 6.4 "Council Support to Neighbourhood Houses Policy" to Council for adoption.

Declaration of Interests

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

Background

At the Council Meeting on 26 October 2011, Council considered the draft "Council Support to Neighbourhood Houses Policy" and resolved:

"That Council endorses the draft "Council Support to Neighbourhood Houses Policy" for community consultation to commence early November 2011 for a period of six weeks."

Council Plan / Other Strategies / Policy**Community Health and Wellbeing**

Council will promote community health and wellbeing in partnership with other health services. Through a partnership approach, Council will provide a broad range of customer focused health, recreational, cultural and community amenities, services and facilities.

The development of the policy is consistent with the Council's vision, mission and the objective of Community Health and Wellbeing.

The policy is also consistent with State Government Guidelines as well as a number of other Council policies and plans:

- Positive Ageing Policy
- Early Years Plan
- Public Health and Wellbeing Plan

Issues / OptionsNeighbourhood Houses

There are currently five official Neighbourhood Houses operating in Colac Otway Shire:

- Colac Neighbourhood House
- Gellibrand Community House
- Forrest and District Neighbourhood House
- Apollo Bay Community House
- Lavers Hill Neighbourhood House*

These form the "Colac Otway Network of Community Houses" which comes under the Barwon Network of Neighbourhood Centres Inc.

**The Lavers Hill Neighbourhood House is currently not funded by the Government.*
There is also a Cressy and District Neighbourhood Centre which operates at the Council's Maternal and Child Health Centre.

Neighbourhood/Community Houses

As noted there are four funded Neighbourhood Houses at Colac, Gellibrand, Forrest and Apollo Bay which attract funding of \$124,800 per year in co-ordination funding from the Department of Human Services. Each dollar provided in funding returns an investment magnified many times over through activities which strengthen and unite communities through civic participation.

In the Colac Otway Shire's four funded Neighbourhood/Community Houses:

- An average of 810 people walk through the doors in any one month
- The people take part in an average of 69 diverse activities
- Volunteers give at least 10,848 hours per year which represents a dollar value of \$162,730 in hours volunteered to strengthen their local communities in the Otway Shire – calculated at \$15 per volunteer hour. A return valued at \$162,730 for a \$124,800 investment in just volunteer input.

Draft Policy

Advertisements seeking public comment on the Draft Policy were in the Colac Herald and Community Newsheets.

A copy of the Policy was also forwarded to the Barwon Network of Neighbourhood Centres and the various Houses.

Written comments closed 16 December 2011. Comments were received from the Colac Neighbourhood House:

"I am writing to express our appreciation to Council for providing both policy and funding to the Colac Otway Neighbourhood Houses and the Barwon Network of Neighbourhood Centres.

The Colac Neighbourhood House has already expended part of the \$2,000 funds provided this financial year towards piloting a community lunch in November. We were overwhelmed at the community support of this event with over 50 people from all walks of life attending.

Our next lunch will be held next Tuesday and we are planning to train volunteers in 2012 to make the lunch a sustainable and regular event.

The only feedback I have in relation to the policy is the name of the NOCH is "Colac Otway NOCH" (rather than Otway NOCH).

Thank you for your ongoing support to our houses in strengthening our community."

The minor change noted in the response from the Colac Neighbourhood House has been made to the policy.

Proposal

It is proposed that Council adopts the Council Support to Neighbourhood Houses Policy.

Financial and Other Resource Implications

Currently Council provides an amount of \$9,000 for Neighbourhood Houses. This is based on \$2,000 for each of the Apollo Bay, Colac, Forrest and District and Gellibrand Houses and \$1,000 to support the outreach work of the Barwon Region Community House Network in the Colac Otway Shire.

For 2012/13 it would be the intention, through the budget process, to increase this amount and provide funds to both the Cressy and Lavers Hill Houses.

Risk Management & Compliance Issues

Each of the Houses has risk management processes in place.

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.

The method selected was to consult with various stakeholders and seek comment from the community.

Implementation

Once the policy has been adopted by Council, the policy will be available on Council's web page. Council's policy register will also be updated.

Conclusion

Neighbourhood Houses are a vital and significant contribution to community development. The policy provides details of Council's support to the Neighbourhood Houses within the Shire.

Attachments

1. Council Support to Neighbourhood Houses Policy 5 Pages

Recommendation(s)

That Council adopts Policy No. 6.4 "Council Support to Neighbourhood Houses Policy".

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# **COUNCIL SUPPORT TO NEIGHBOURHOOD HOUSES POLICY**

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**Policy No: 6.4**

**Date Adopted: 25 January 2012**

**File No: GEN01688**

**Revised:**

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## **1. INTRODUCTION**

There are currently five official Neighbourhood Houses operating in Colac Otway Shire:

- Colac Neighbourhood House
- Gellibrand Community House
- Forrest and District Neighbourhood House
- Apollo Bay Community House
- Lavers Hill Neighbourhood House

These form the “Colac Otway Network of Community Houses” which comes under the Barwon Network of Neighbourhood Centres Inc.

There is also a Cressy and District Neighbourhood Centre which operates at the Council’s Maternal and Child Health Centre.

## **2. RELATIONSHIP WITH COUNCIL PLAN**

Council’s vision is:

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

Council’s mission is:

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

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

The Key Result Area of Community Health and Wellbeing has the following objective:

*“Council will promote community health and wellbeing in partnership with other health services. Through a partnership approach, Council will provide a broad range of customer focussed health, recreational, cultural and community amenities, services and facilities.”*

This policy is consistent with the Vision, Mission and Objective of Community Health and Wellbeing.

### **3. OBJECTIVES/PURPOSE**

The purpose of this policy is to provide details of Council's support to the Neighbourhood Houses within the Colac Otway Shire.

Council recognises and supports the benefits to local communities of Neighbourhood Houses in relation to Council's role in facilitating the development and strengthening of local communities. Council identifies Neighbourhood Houses as a significant contributor to community development.

This policy is underpinned by the community development principles of access, equity, participation, rights, partnership and diversity.

### **4. BACKGROUND**

The first Neighbourhood House/Community Centre in Victoria was established in 1973 with the help of State Government funding. Currently there are approximately 360 Neighbourhood Houses and Community Centres throughout Victoria.

Community Centres/Neighbourhood Houses are managed for and by the community itself. Decision making is shared by the community itself. These of course are the people who best understand their own diverse needs.

Community Centres/Neighbourhood Houses have a special atmosphere. They are welcoming, non-threatening places where anyone can come to meet new friends, contribute to their community, get helpful information and learn new skills.

Although Community Centres/Neighbourhood Houses differ from each other in many ways, they all aim to encourage personal growth, self-help and sharing of knowledge. Community Centres/Neighbourhood Houses work with a range of other local and state organisations in both formal and informal networking and partnership arrangements. Many centres have also become a social force for their local communities by reducing social inequalities and enriching the quality of life for community members.

For the purpose of this policy the Department of Planning and Community Development previously identified the following elements as common to Neighbourhood Houses. (Neighbourhood Houses are now managed by the Department of Human Services)

- Neighbourhood Houses aim to enhance the social and economic development of communities and run on principles of inclusive participation, community empowerment, life-long learning and active citizenship.
- Neighbourhood House programs aim to enhance the social and physical well-being of local communities by working with local residents to promote and develop their ability to be self-determining and self-reliant.

- Neighbourhood Houses are not for profit organisations where available funds are combined with a strong volunteer base to respond to community needs, aspirations and priorities. Each Neighbourhood House is a legal entity or auspiced by a legal entity with a formal membership base. Neighbourhood Houses are governed by voluntary committees of management.
- Neighbourhood Houses focus primarily, but not exclusively, on the geographic community in which the House is located.
- The Neighbourhood House role in local communities includes community education, advocacy, social action, networking with local agencies, information provision and gathering, opportunities for community management and social research and planning.

### **What Services do Neighbourhood Houses/Community Centres Provide?**

- Relaxation, people to talk to, sharing of common interests and having fun.
- Information, skills development, affordable and supportive retaining and promotion of self-esteem for long-term unemployed.
- Support, referral and community education on problems such as family violence, grief and grieving, financial management, parenting, etc.
- Development of skills to encourage economic self-sufficiency.
- Adult literacy and numeracy.
- Health education and preventative programs.
- Computer education.
- Activities for children from pre-schoolers to teenagers.
- Activities and information for indigenous and ethnic groups.
- Integration of disabled and disadvantaged into community activities.

## **5. DEFINITIONS**

### **Community**

A group of people living in the same geographic location (locality, township or suburb) and/or a group of people having common interest and needs.

### **Neighbourhood House**

Neighbourhood House organisations are known by a variety of names, including Community Houses, Community Centres, Neighbourhood Centres and Learning Centres. The defining attribute and common thread is that they are all not-for-profit organisations which focus on providing generalist activities, programs and services that respond to diverse community needs.

Neighbourhood Houses provide a place where members of the community are able to access support, information, learning opportunities and participate in social programs or in the operation and management of the House, as volunteers.

## **6. POLICY**

It is Council policy to support Neighbourhood Houses in the following ways:

1. Provision of financial assistance via annual funding to the Neighbourhood Houses located within the Colac Otway Shire where funds are available within annual budgets.
2. Financial support to the Regional Neighbourhood House network provided via an annual funding amount where funds are available within annual budgets.
3. Where possible provision and maintenance of facilities at peppercorn rental according to the lease documentation.
4. Support to the individual committee of management in providing advice and information where requested.
5. Advocacy on behalf of committees and management of the Houses and the Neighbourhood House program.
6. Participation in Colac Otway Network of Community Houses to ensure a co-ordinated approach to addressing community needs.

Council recognises and supports the benefits to the community of Neighbourhood Houses in providing programs, services and venues for community development as well as avenues for informal support and opportunities for resident participation in the planning and delivery for services at a local level.

This policy recognises the ongoing community development role Neighbourhood Houses play at a local level and has been developed to provide guidance in the support of Neighbourhood Houses.

Council will work in partnership with committees of management to develop and resource local communities.

Support to Neighbourhood Houses has a dual benefit that underpins the concept of community building. It provides avenues for Council to communicate with and enhance local communities as well as enhancing the Neighbourhood Houses ability to work with local residents to meet their needs.

## **7. IMPLEMENTATION AND REVIEW**

This policy will be reviewed in line with changing needs of the communities in the Colac Otway Shire, State Government Neighbourhood House Policy on a three year basis.

## **8. RELATED POLICIES/PROCEDURES/GUIDELINES**

Neighbourhood House Co-ordination Program 2009/2012  
*Program Guidelines and Neighbourhood House Sector Information Guide*  
- *Department of Planning and Community Development.*





OM122501-8

**SECOND QUARTER PERFORMANCE REPORT 2011-2012**

AUTHOR:	Mark Gunning	ENDORSED:	Colin Hayman
DEPARTMENT:	Corporate & Community Services	FILE REF:	11/95772

**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 Program and key operational areas for the first quarter of the financial year, ending 31 December 2011.

**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 29 June 2011. Council adopted the budget for 2011/2012 including the Capital Works Program at the Council meeting held 29 June 2011.

**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 2011/2012

**Issues / Options****Council Plan Update**

The attached report provides Council with the second quarterly progress report as at 31 December 2011 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

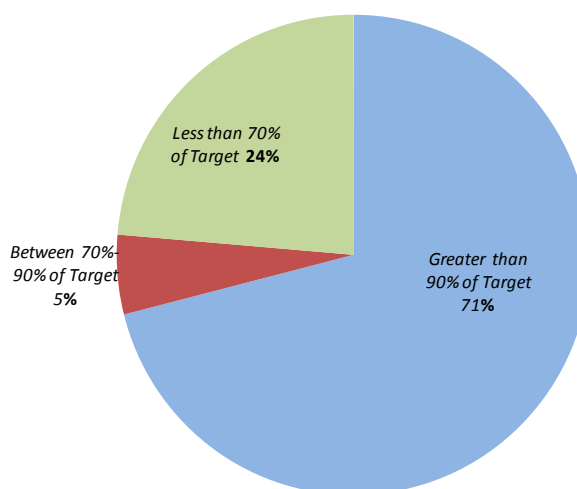
Each Key Result Area incorporates a number of Council Plan Strategies (what we want to achieve) and Key Actions (how we will do it). The Strategies and Key Actions are reviewed

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 131 Key Actions allocated for the 2011/12 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:

- 93 Actions at least 90% of target
- 7 Actions between 70% and 90% of target
- 31 Actions less than 70% of target

**Progress on Council Plan Key Actions  
October – December 2011**



The majority of actions achieving less than 90% of target for the quarter do so because these projects are in the early stages and will progress in the second half of the year. Also included in this category are 11 actions that are designated 'No Progress'; 2 are due to commence in the next quarter, 3 are dependent on information from external bodies or grant monies before they can progress further and 6 have been deferred to the 2012/13 Budget process.

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 2011/12 Council Plan actions and indicates an overall result of over 80%.

As at 31 December 2011, the end of the second quarter, the organisation is on track to achieve a successful outcome for this financial year.

### **Capital Works Program Update**

The capital works and major projects budget for the 2011/12 financial year is \$15.555 million of which \$13.031 million relates to capital asset works.

Through the monthly reporting, project managers have generally indicated that projects are mostly on track to be completed by June 2012, and that there are no identified major budget issues.

Three projects have been identified for deferral, which include the Timber Roads program and the Gellibrand Landfill Rehabilitation. Further details can be seen in the attached Deferral Report.

An additional unfunded project has also been included which is associated with necessary rehabilitation works on two (2) courts at the Eastern Reserve. This project has arisen due to surface imperfections following the reconstruction of the netball court precinct at Eastern Reserve. The resurfacing works have now been completed, with the actual total cost of the works being \$19,417. The final costs were well within the project estimate of \$25,000. The

total costs associated with the resurfacing is to be funded from savings within the Capital Works and Major Projects Program across the financial year.

Overall projects are progressing well and indicate that the majority of the projects should be completed by June 2012. To date there are 15 projects identified as behind schedule, however at this stage it is anticipated two (2) will not be completed within the financial year. These projects include the Refurbishment of Rae Street Office and the Tender and Acquisition of the Apollo Bay Harbour Dredge. Of these projects, the Tender and Acquisition of the Apollo Bay Harbour Dredge is fully funded by the Department of Transport. The Refurbishment of the Rae Street Office can only commence following the completion of the Sustainable Planning and Development Office Refurbishment. It is anticipated funds associated with the Rae Street Office Refurbishment will need to be carried over to the following financial year.

To date, total expenditure of the Capital Works and Major Projects program is at approximately \$4.917 million. While the level of expenditure is not high compared with the progress through the financial year, significant expenditure is forecast to occur during the construction period of December 2011 through March 2012.

**2011/12 Capital Works & Major Projects  
Identified Deferral Projects & Unfunded Projects  
Half Yearly Council Report – January 2012**

<b>Project Name</b>	<b>Budget Allocation \$</b>	<b>Project Status</b>	<b>Comments</b>	<b>Council Funds to be reallocated</b>	<b>Proposed funding reallocation Project details</b>
Timber Roads Program Pipeline Road Major Resheet	\$166,152 (Council contribution \$23,736)	Deferral	An application was made to the Better Roads funding program, of which the funding program would contribute 6/7 of the total project cost. The application was unsuccessful, and as such it is proposed to defer this project. Another application will be made for this project from the same funding source. It is proposed that if successful, this project be placed in next years Capital Works and Major Projects program.	\$23,736	No project has been identified. Surplus Council funds should be redistributed to Council's unsealed road renewal program, to enable additional works to be undertaken during the 2011/12 financial year.

<b>Project Name</b>	<b>Budget Allocation \$</b>	<b>Project Status</b>	<b>Comments</b>	<b>Council Funds to be reallocated</b>	<b>Proposed funding reallocation Project details</b>
Timber Roads Program Old Beech Forest Road Major Resheet	\$351,854 (Council contribution \$50,265)	Deferral	An application was made to the Better Roads funding program, of which the funding program would contribute 6/7 of the total project cost. The application was unsuccessful, and as such it is proposed to defer this project. Another application will be made for this project from the same funding source. It is proposed that if successful, this project be placed in next years Capital Works and Major Projects program.	\$50,265	No project has been identified. Surplus Council funds should be redistributed to Council's unsealed road renewal program, to enable additional works to be undertaken during the 2011/12 financial year.
Gellibrand Landfill Rehabilitation	\$231,702		Commencement of works had not fully commenced for the Gellibrand Landfill Rehabilitation, and due to budget deficit's identified for Margeno Landfill Rehabilitation, it was considered the unexpended budget allocated to Gellibrand should be relocated.	\$231,702	Funding to be reallocated to Marengo Landfill Rehabilitation, as per Council Resolution (Report OM112408-20 – Marengo Landfill Tender Evaluation.
Eastern Reserve Court Resurfacing	\$0	Unfunded New Project	Resurfacing work is required on two (2) courts at the Eastern Reserve. Previous attempts have not resulted in a satisfactory playing surface.	\$25,000	Funding to be sourced from savings within the Capital Works and Major Projects Program during the 2011/12 financial year.

### Income Variation Report

<b>Project Name</b>	<b>Income Budget Allocation \$</b>	<b>Project Status</b>	<b>Comments</b>
Timber Roads Program Pipeline Road Major Resheet	\$142,416	Deferral	Council's budgeted income will need to be reduced due to the grant funding application being unsuccessful.

Project Name	Income Budget Allocation \$	Project Status	Comments
Timber Roads Program Old Beech Forest Road Major Resheet	\$301,589	Deferral	Council's budgeted income will need to be reduced due to the grant funding application being unsuccessful.

**CONTRACTS AWARDED AND TENDERS ADVERTISED  
FOR OCTOBER 2011 TO DECEMBER 2011**

**OCTOBER**

**Contracts Awarded**

Contract No.	Description	Contractor	Value \$ (excluding GST)
1116	Bituminous Sealing Works	Inroads Pty Ltd	783,531
1118	J Barrys Road Bridge Design & Construct	VEC Civil Engineering Pty Ltd	391,181
1123	Linemarking Services	Southern Highway Services Pty Ltd	Schedule of Rates

**Tenders Advertised**

Tender No.	Description	Closing Date
1130	Supply & Deliver Tractor Drawn Mower	16/11/11
1131	Supply & Deliver Tractor Mounted Reach Arm Mower	16/11/11
1132	Supply & Deliver Dog Trailer	16/11/11

**NOVEMBER**

**Contracts Awarded**

Contract No.	Description	Contractor	Value \$ (excluding GST)
1134	Road Signs & Associated Products (Procurement Australia – 1407/0316)	Panel of Suppliers	Schedule of Rates

**Tenders Advertised**

Tender No.	Description	Closing Date
1120	Provision of Crushed Rock & Pavement Materials	7/12/11
1121	Expression of Interest – Colac Livestock Selling Centre Roof & Facilities – Design & Construct	7/12/11
1128	Engineering Consultancy Services	7/12/11
1133	Asphalt Works	7/12/11



**DECEMBER****Contracts Awarded**

<b>Contract No.</b>	<b>Description</b>	<b>Contractor</b>	<b>Value \$ (excluding GST)</b>
1130	Supply & Deliver Tractor Drawn Mower	Windmill Ag	50,397
1131	Supply & Deliver Tractor Mounted Reach Arm Mower	International Mowers Pty Ltd	59,409.10 (inc trade-in \$9,090.90)
1132	Supply & Deliver Dog Trailer	Hercules Engineering Pty Ltd	68,950
1133	Asphalt Works	Econopave Asphalt Services Pty Ltd	220,529

**Tenders Advertised**

<b>Tender No.</b>	<b>Description</b>	<b>Closing Date</b>
<b>No Tenders were advertised</b>		

**Proposal**

That Council consider the report as detailed herein, receive the report as provided and endorse recommendations with respect to Capital Work projects.

Until Council is in a better position to understand the Net budget position later in the year, any decision on where the funding should be allocated should not be made until the Net financial position is clearer towards the end of the financial year. A business principle should also be established whereby any surplus Council funds (if any) are to be redistributed to similar Capital Works or Renewal programs and not be reallocated to new unrelated programs.

**Financial and Other Resource Implications**

Financial matters affecting the budget performance of Council are detailed in this report and the quarterly finance report.

**Risk Management & Compliance Issues**

This report meets the reporting and risk obligations of officers to Council.

**Environmental and Climate Change Considerations**

Applied in preparation of Council Plan and adoption of budgets.

**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 selected would be inform as per statutory obligations when preparing Council Plan and Budget. This is a quarterly report that is for the information of Council.

**Implementation**

Council Plan and Budget are already implemented and operating.

**Conclusion**

This report has been compiled by the Organisational Support and Development Unit of Council with key information supplied from the Finance Unit and Infrastructure and Services Department of Council operations and reflects the performance to date against the annual plan, budget and targets set by Council for the first quarter of the 2011-2012 year.

**Attachments**

1. Council Plan Quarterly Report Oct-Dec 2011 35 Pages
2. Project Progress Gant Chart December 2011 2 Pages

**Recommendation(s)**

***That Council receives the second quarter performance report 2011-2012.***

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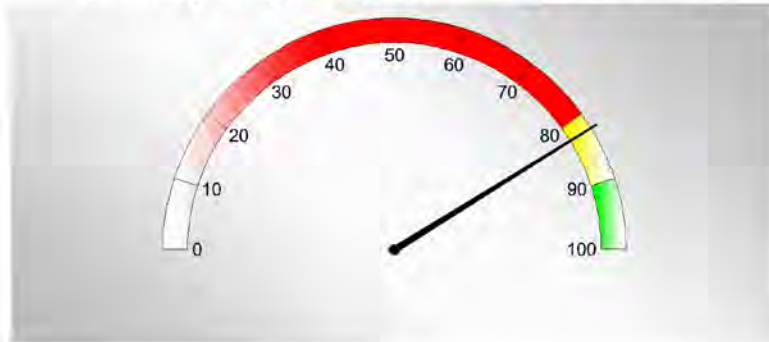



Quarterly Council Plan Progress Report

Period: 01/10/11 - 31/12/11

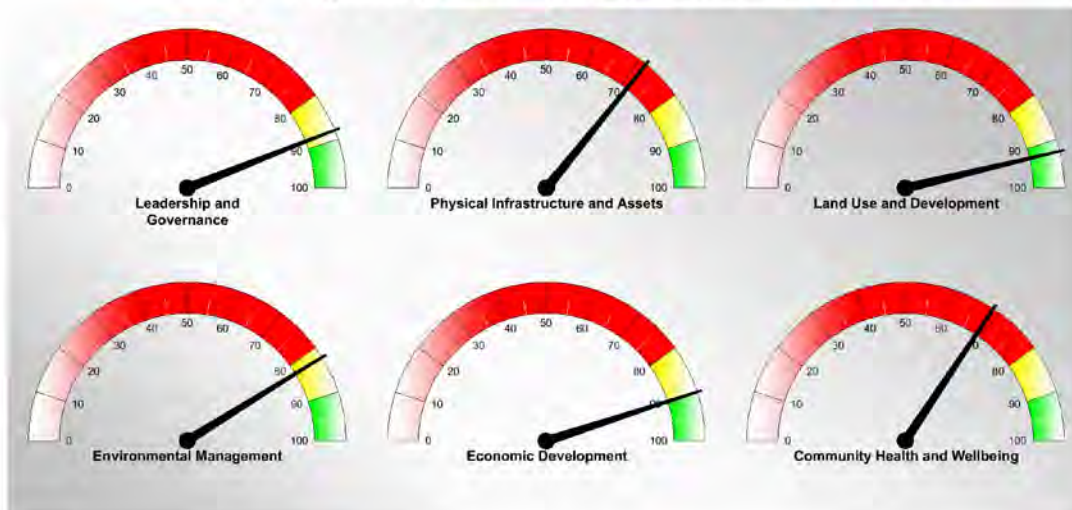


Quarterly Progress against Council Plan Actions



| Description | Indicator |
|--|---------------------------------------|
| 131 Council Plan Actions reported on | ■ |
| 93 Council Plan Actions at least 90% of target | ■ |
| 7 Council Plan Actions between 70% and 90% of target | ■ |
| 31 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 | 31 | 24 | 3 | 4 | 0 | 0 |
| 2. Physical Infrastructure and Assets | 19 | 12 | 2 | 5 | 0 | 0 |
| 3. Land Use and Development | 20 | 18 | 0 | 2 | 0 | 0 |
| 4. Environmental Management | 17 | 9 | 2 | 6 | 0 | 0 |
| 5. Economic Development | 20 | 17 | 0 | 3 | 0 | 0 |
| 6. Community Health and Wellbeing | 24 | 13 | 0 | 11 | 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 COMMENTS | BUSINESS UNIT | COMP. DATE | PROGRESS |
|---|---|--|------------|-------------|
| Key Result Area: 1 Leadership and Governance | | | | |
| Council Plan Objective: 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. | | | | |
| Council Plan Strategy: 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. | The Long Term Financial Plan will be reviewed as part of the 2012/13 Budget process. | Corporate & Community Services GM's Office | 30/06/2012 | No Progress |
| Council Plan Strategy: 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. | Accommodation for the Sustainable Planning and Development Department tendered and due for completion in February 2012. Rae Street refurbishment planning completed. | Chief Executive Office | 30/06/2012 | |
| Key Result Area: 2 Physical Infrastructure and Assets | | | | |
| Council Plan Objective: 2.1 Council will provide and maintain Council infrastructure and assets that meet community needs now and in the future. | | | | |
| Council Plan Strategy: 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. | A 10 year program system has been developed. A review of current projects and new projects will be undertaken as part of the annual budget cycle. | Capital Works | 30/06/2012 | |
| Council Plan Strategy: 2.1.2 Implement and manage Colac Otway Shire's Road Management Plan. | | | | |
| 2.1.2.3 Continue active participation and involvement in the STEP Asset Management Program with the Municipal Association of Victoria. | Continued participation in STEP Program. Focus over the last quarter has been the preparation of Service Plans and Asset Management Plans to meet the requirements of the National Asset Management Assessment Framework. | Sustainable Assets | 30/06/2012 | |
| Key Result Area: 3 Land Use and Development | | | | |
| Council Plan Objective: 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 | | | | |
| Council Plan Strategy: 3.1.1 Ensure a partnership approach to land use planning that reflects the needs, values and aspirations of the community. | | | | |

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| ACTION | EXECUTIVE COMMENTS | BUSINESS UNIT | COMP. DATE | PROGRESS |
|---|---|--|------------|----------|
| 3.1.1.4 Finalise a Rural Living Strategy and implement findings. | The Strategy was adopted by Council at its December meeting. Officers will prepare a planning scheme amendment for exhibition early in 2012. | Planning & Building Services | 30/06/2012 | |
| 3.1.1.5 Finalise and implement a car parking study for Colac & Apollo Bay. | The Strategy was adopted by Council at its December meeting. Officers will prepare a planning scheme amendment for exhibition early in 2012. | Planning & Building Services | 30/06/2012 | |
| Key Result Area: | 4 Environmental Management | | | |
| Council Plan Objective: | 4.1 Council will protect and enhance the environment entrusted to us, demonstrate efficient use of natural resources and minimise climate change impacts. | | | |
| Council Plan Strategy: | 4.1.1 Develop a coordinated approach to managing environmental issues across all Council activities. | | | |
| 4.1.1.2 Implementation of the Environment Strategy. | Council continues to undertake activities in accordance with the objectives and targets set in the Environment Strategy. A number of new initiatives that have recently started include incorporating sustainability principles into the new Sustainable Planning and Development Offices and a regional Climate Change project supported through a \$600,000 grant from the State Government. Council will review progress against all the targets in the strategy in June 2012. | Environment & Community Safety | 30/06/2012 | |
| Key Result Area: | 5 Economic Development | | | |
| Council Plan Objective: | 5.1 Council is committed to facilitating a healthy and resilient economy through effective leadership, advocacy, and partnership. | | | |
| Council Plan Strategy: | 5.1.3 Support local business to develop and succeed. | | | |
| 5.1.3.1 Develop a Master Plan to support the redevelopment of the Colac Central Business District streetscape and city entrances. | Consultation period ended and draft report revised, where appropriate, to recognise issues raised and input provided. Budget bids submitted to facilitate the next stage of the project, being detailed construction plans and an Urban Forest Study. This project has received strong community support and is proceeding extremely well. | Sustainable Planning & Development GM's Office | 30/06/2012 | |
| Council Plan Strategy: | 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. | | | |

| Colac Otway Shire Council | | QUARTERLY COUNCIL PLAN PROGRESS REPORT (Oct to Dec) | | |
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| ACTION | EXECUTIVE COMMENTS | BUSINESS UNIT | COMP. DATE | PROGRESS |
| 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. | Assisted with the wind up of Otways Tourism. Set plans in place for tourism development and internal SHire marketing for interim period till the regional tourism restructure is completed. | Economic Development | 30/06/2012 |  |
| Key Result Area: | 6 Community Health and Wellbeing | | | |
| Council Plan Objective: | 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 | | | |
| Council Plan Strategy: | 6.1.1 Provide, facilitate or advocate for a range of health, recreation, community services and facilities. | | | |
| 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. | An Expression of Interest has been submitted to the Regional Development Australia Fund for the Central Reserve Masterplan Implementation Project. Waiting on outcomes of previous applications for Central Reserve and Bluewater Fitness Centre. | Recreation, Arts and Culture | 30/06/2012 |  |
| Council Plan Strategy: | 6.1.3 Adopt a partnership approach to addressing the current and future health and wellbeing needs of the community. | | | |
| 6.1.3.22 Implement the Municipal Public Health Plan. | A number of initiatives have commenced. These include embedding and enabling this plan into council processes, annual review training, aligning this plans' directions into the TLC3 and Advancing Country Towns projects and working with G21. | Health and Community Services | 30/06/2012 |  |

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 COMMENTS | BUSINESS UNIT | COMP. DATE | PROGRESS |
|--|---|--|------------|----------|
| Key Result Area: | | 1 Leadership and Governance | | |
| Council Plan Objective: | | 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. | | |
| Council Plan Strategy: | | 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. | Governance Local Law has been reviewed. Other local laws are in the process of being reviewed and simplified where possible. A timeline has been developed for the review. A committee has been formed. | Corporate & Community Services GM's Office | 30/06/2012 | |
| 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. | Work continues with the Regional Growth plan with stakeholder and community consultation phases complete. | Chief Executive Office | 30/06/2012 | |
| 1.1.1.3 Review of Council's Policies. | Council Policies are reviewed on an ongoing basis. Memo sent to staff seeking comments about status of policies. | Corporate & Community Services GM's Office | 30/06/2012 | |
| Council Plan Strategy: | | 1.1.2 Improve community engagement to ensure open, accessible, transparent planning and decision making. | | |
| 1.1.2.2 Review Council's Community Engagement Policy, Procedure and Toolkit to improve current processes of direct engagement with the community. | Communications strategy completed by Warne marketing. | Chief Executive Office | 30/06/2012 | |


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| ACTION | EXECUTIVE COMMENTS | BUSINESS UNIT | COMP. DATE | PROGRESS |
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| 1.1.2.3 Conduct community forums throughout the Shire. | Community forums held on a diverse range of planning issues including Apollo Bay Harbour development, Open Space Strategy, Rural Living Strategy and Colac Central Business District (CBD) and entrances project. Consultation processes have continued on these projects, as well as the Apollo Bay growth /structure plan. | Chief Executive Office | 30/06/2012 |  |
| Council Plan Strategy: 1.1.3 Provide responsible financial management. | | | | |
| 1.1.3.1 Facilitate a strategic and integrated approach for grants applications to reduce Council's matching contribution from other than rate revenue. | The Grants Officer and Manager Economic Development have met with Department of Planning and Community Development (DPCD) to discuss new grant procedures. The process will now take between 12 and 16 weeks. There is approximately half the amount in the region as we are used to in the pool of State Government funds. The process is all directed through the one contact for all local government grants in economic development, arts recreation and culture, planning and health and community services. This places all of these departments in competition with each other as well as with external bodies. DPCD also now accepts applications direct from community groups and business groups. The outcomes is that there will be less grants to Colac Otway Shire. | Economic Development | 30/06/2012 |  |
| 1.1.3.3 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. | Two (2) Audit Committee meetings have been held which included the acceptance by the committee of the revised Memorandum of Audit Planning for each internal audit for the year and 2010-2011 Financial Statements. | Finance & Customer Service | 30/06/2012 |  |



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| ACTION | EXECUTIVE COMMENTS | BUSINESS UNIT | COMP. DATE | PROGRESS |
| 1.1.3.4 Develop a ten year financial plan that is integrated with Council's Asset Management Strategy. | The Long Term Financial Plan will be reviewed as part of the 2012/13 Budget process. | Corporate & Community Services GM's Office | 30/06/2012 | No Progress |
| 1.1.3.9 Ensure Council's asset and financial systems meet the National Financial Reporting Framework standards required by the Federal Government by June 2012. | Project has commenced to prepare specifications for Council's Corporate Asset Management System (CAMS), and to review and prepare Council's existing asset data. Council has also committed to active participation in a national asset management special interest group. | Finance & Customer Service | 30/06/2012 | |
| Council Plan Strategy: | | 1.1.4 Continuously improve the services directly provided by Council. | | |
| 1.1.4.1 Improve Council's Customer Service capability to increase customer satisfaction. | Customer Service activities of the organisation continue to be reviewed against the accepted Customer Service policies and frameworks. Further benchmarking activities on best practice in customer service are also being undertaken. | Finance & Customer Service | 30/06/2012 | |
| 1.1.4.2 Actively promote the delivery of responsive customer service across the organisation. | Customer Service activities of the organisation continue to be reviewed against the accepted Customer Service standards. The significant upgrade of Council's Customer Request Management system, MERIT, and the implementation of Council's Information Management System, TRIM, have the potential to significantly improve the responsiveness of customer service across the organisation. | Finance & Customer Service | 30/06/2012 | |

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| 1.1.4.3 Carry out continuous improvement reviews on Council operations and implement the prescribed actions. | The Business Excellence organisational self-assessment exercise has been completed, with the 7 Categories teams presenting their findings prioritised into their top 2-5 issues. The management group will now discuss and select 4-6 issues as projects to work on over the next 12 months. Work also continues by the Organisational Systems Improvement Committee on the development and cataloguing of Service Levels within the organisation. | Organisational Support and Development | 30/06/2012 |  |
| Council Plan Strategy: | | 1.1.5 Advocate for improved infrastructure, services and utilities provided to our community by other organisations or levels of Government. | | |



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|---|--|---|------------|----------|
| ACTION | EXECUTIVE COMMENTS | BUSINESS UNIT | COMP. DATE | PROGRESS |
| 1.1.5.1 Advocate and influence the development of water authorities' water supply demand policies and strategies. | <p>A regulatory Reference Group, consisting of representatives from the Department of Sustainability and Environment (DSE), Council, Barwon Water and the community, has been established to investigate the Wye River and Separation Creek septic problems. The group has met on a number of occasions to review progress. Barwon Water has commissioned a study to investigate the implementation of a Sewerage Scheme, and has produced a draft report on various options. A further meeting with DSE and Barwon Water occurred on 24 December in relation to the long term management of Wye River and Separation Creek Sewerage Scheme.</p> <p>Further discussions are continuing with key stakeholders regarding the long term solution and the development of an appropriate system, to deal with the challenging environment and constraints.</p> <p>Council previously considered this matter at its 23 February 2011 meeting and wrote to the Minister for Water asking for assistance to resolve the issue. The Minister advised that his department is now involved in finding a suitable solution and will determine the best way forward. This matter is progressing and parties have been meeting to work their way through the various issues.</p> | Infrastructure & Services GM's Office | 30/06/2012 | |



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|---|--|--|------------|----------|
| 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. | Participated in project Belenus exercise at Warrnambool, achieved extended employment period for funded Emergency position until end June 2014 in discussions with Fire Services Commissioner and Office of Local Government. Continued participation in the Municipal Association of Victoria's Shared Services Group and deputy chair of Regional Integrated Emergency Management Committee. | Sustainable Planning & Development GM's Office | 30/06/2012 | |
| 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. Actively support Australian Rural Roads Group. | Continued advocacy through the Australian Rural Roads Group, and representation to local Ministers and Members of Parliament at the Federal and State level. | Chief Executive Office | 30/06/2012 | |
| 1.1.5.3 Advocate for appropriate State and Federal Government funding for community priorities. | Actively promoting Council project priorities through G21 and the Great South Coast (GSC) group of Councils. Lobbying has continued with regular meetings with Federal member Darren Cheeseman and with State members of parliament on a 3 monthly basis at least. | Chief Executive Office | 30/06/2012 | |
| 1.1.5.4 Participate in G21 and Great South Coast resource sharing forums and negotiations on regional strategic objectives. | Very active participation in both forums. | Chief Executive Office | 30/06/2012 | |
| Council Plan Strategy: | | 1.1.6 Attract and retain quality staff. | | |
| 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 continues to actively promote employment with Local Government. In this quarter we hosted four Deakin students in work placement with Council as part of degree courses to further promote the employment opportunities available in Local Government. | Organisational Support and Development | 30/06/2012 | |
| Council Plan Strategy: | | 1.1.7 Provide a fair, safe and healthy work environment. | | |



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| ACTION | EXECUTIVE COMMENTS | BUSINESS UNIT | COMP. DATE | PROGRESS |
| 1.1.7.1 Review Council Offices and Staff Accommodation to ensure appropriate space is provided to accommodate staff. | Accommodation for the Sustainable Planning and Development Department tendered and due for completion in February 2012. Rae Street refurbishment planning completed. | Chief Executive Office | 30/06/2012 | |
| 1.1.7.4 Enhance and implement the corporate occupational health and safety systems (SafetyMap) and ensure ongoing compliance with all relevant regulations. | The Safety Map audit was conducted in October with strong results recorded again for Council. Action plans are being prepared to address corrective action reports and observations noted in the audit. | Organisational Support and Development | 30/06/2012 | |
| Council Plan Strategy: | | 1.1.8 Continuously improve operational systems, processes and minimise risk. | | |
| 1.1.8.2 Develop and implement Council's Information Services disaster recovery environment. | This is an ongoing program. The network switch renewal activity is the current action which fits into this program. The switch renewal is going well, it is on schedule and is currently in the equipment implementation phase. | Information Services | 30/06/2012 | |
| 1.1.8.2 Seek opportunities for sharing of resources and expertise across the region. | Actively pursued collaborative approaches through G21 and the Great South Coast (GSC) group of Councils as well as through the Municipal Association of Victoria (MAV). | Chief Executive Office | 30/06/2012 | |
| 1.1.8.3 Implement Council's Information Communication Technology strategic plan. | The strategic plan has been reviewed to ensure the activities programmed for the 2012/13 financial year are correct in terms of both timing and the expected outcomes. The initiatives requiring project funding in 12/13 have had budget bids submitted as part of the budget process. The projects funded as part of the 2011/12 financial year are on schedule to be completed within the allocated time frames. | Information Services | 30/06/2012 | |
| 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 in 2011 and all required actions to update procedures are underway. | Organisational Support and Development | 30/06/2012 | |

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| 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. | Prince2@ Project Management Methodology Project is well underway with the Project Board approving the project brief and work has commenced on the implementation products relating to this project. The Systems and processes team has successfully overseen the implementation of TRIM, an Electronic Document and Record Management System, in September and continues to monitor the introduction of the Business Excellence Framework into the organisation. | Organisational Support and Development | 30/06/2012 | |
| Council Plan Strategy: | | 1.1.9 Communicate regularly, effectively and honestly with the community. | | |
| 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 catch-ups and media releases conducted. | Chief Executive Office | 30/06/2012 | |
| 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. | No funds allocated for this project. Website kept up-to-date but in need of major work. | Chief Executive Office | 30/06/2012 | No Progress |
| Council Plan Strategy: | | 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. | Municipal Emergency Management Plan workshop conducted on 14 December and will go to Council workshop on 21 December for endorsement by Council to go out for community consultation for 6 weeks. The Municipal Emergency Coordination Centre exercise was conducted on 16 December, with an Emergency Evacuation drill held at Lavers Hill. | Sustainable Planning & Development GM's Office | 30/06/2012 | |






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| 1.1.10.6 Implement the Domestic Animal Management Plan. | The Animal Registration process has been undertaken in a timely and professional manner. At the conclusion of the 2010 registration year we had 1,310 cats and 4,134 dogs registered. At this stage for 2011 we have 1,525 cats and 4,926 dogs registered. This is an increase of 1,005 registered animals - approx 20%. Most notable is the increase in dog registrations, by 792. Council will continue to try and register more animals next year but this increase is a significant improvement that fulfils the expectations of the Domestic Animal Management Plan. | Environment & Community Safety | 30/06/2012 |  |
| 1.1.10.7 Implement the Municipal Fire Prevention Plan. | Activities have been undertaken in line with the requirements of the Municipal Fire Prevention Plan. Courtesy letters were sent out in early November and the inspections have been undertaken in a timely manner. The Draft Municipal Fire Management Plan was endorsed by the relevant committees for release to the public. Further community engagement will be undertaken throughout summer. | Environment & Community Safety | 30/06/2012 |  |



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| 1.1.10.8 Establish integrated fire management practices and endorse Township Protection Plans and Neighbourhood Safer Places where appropriate. | Council continues to work closely with relevant agencies to enable integrated fire management practices to be realised. Council plays an active role in the Regional Fire Management Planning Committee and the Municipal Fire Management Planning Committee to ensure this continues to be improved over time. Council provided input to the development of a Draft Regional Fire Management Plan and also obtained endorsement of a Draft Municipal Fire Management Plan. Council has worked with the Country Fire Authority (CFA) on reviewing, updating and developing 13 Township Protection Plans and continues to work hard to identify, assess and where possible, designate Neighbourhood Safer Places. Although no Neighbourhood Safer Places have been designated in the region to date, a number of sites are expected to be designated in 2012. | Environment & Community Safety | 30/06/2012 |  |
| Key Result Area: 2 Physical Infrastructure and Assets | | | | |
| Council Plan Objective: 2.1 Council will provide and maintain Council infrastructure and assets that meet community needs now and in the future. | | | | |
| Council Plan Strategy: 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 Project funds have been allocated and project plans completed. Works will commence in early 2012 when contractors are available. | Economic Development | 30/06/2012 |  |
| 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. | Work continues on the development of the Building Asset Management Plan. Data structure has been finalised for the Building Asset Group in preparation for programmed inspections. | Sustainable Assets | 30/06/2012 |  |



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| ACTION | EXECUTIVE COMMENTS | BUSINESS UNIT | COMP. DATE | PROGRESS | |
| 2.1.1.4 Develop a 10 year capital works and major projects program according to adopted priorities. | A 10 year program system has been developed. A review of current projects and new projects will be undertaken as part of the annual budget cycle. | Capital Works | 30/06/2012 | | |
| 2.1.1.5 Review the 10 year capital works and major projects program annually. | The 10 year program is currently being reviewed with new projects being included. | Capital Works | 30/06/2012 | | |
| Council Plan Strategy: | | 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 report has been presented to Council for endorsement to proceed to the public comment phase. Public comments have closed, and the strategy is being finalised for presentation to Council. | Capital Works | 30/06/2012 | | |
| 2.1.2.2 In line with the Road Management Act 2004 requirements, review and update Colac Otway Shire's Road Management Plan. | A formal review of Council's Road Management Plan is due by June 2013. Road standards are being reviewed at present to ensure alignment with the Infrastructure Design Manual. | Sustainable Assets | 30/06/2013 | | |
| 2.1.2.2 Review and implement the Strategic Footpath Plan for Apollo Bay. | The review of the Apollo Bay Footpath Plan will commence in January 2012. | Capital Works | 30/06/2012 | No Progress | |
| 2.1.2.3 Continue active participation and involvement in the STEP Asset Management Program with the Municipal Association of Victoria. | Continued participation in STEP Program. Focus over the last quarter has been the preparation of Service Plans and Asset Management Plans to meet the requirements of the National Asset Management Assessment Framework. | Sustainable Assets | 30/06/2012 | | |
| Council Plan Strategy: | | 2.1.3 Manage Council's buildings and facilities in a responsible, safe and sustainable manner. | | | |
| 2.1.3.1 Develop a Land Rationalisation Program for land surplus to Council needs. | This program is not proposed to commence in the current financial year. | Infrastructure & Services GM's Office | 30/06/2013 | No Progress | |




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| 2.1.3.2 Develop a Building Rationalisation Program for buildings surplus to Council needs. | A building asset register has commenced. This is the first step in developing a Building Rationalisation Program. Work is in progress and a detailed register is expected to be finalised in early February 2012, which will enable a rationalisation program to be developed. | Infrastructure & Services GM's Office | 30/06/2012 | |
| 2.1.3.2 Develop Building Assets Management Plan and implement according to adopted priorities. | Continued development of draft Plan. Data structure and asset categorisation has been finalised for the Building Asset Group in preparation for formal programmed inspections. | Sustainable Assets | 30/06/2012 | |
| Council Plan Strategy: | | 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. | Completed. | Chief Executive Office | 30/06/2012 | |
| 2.1.4.1 Advocate for strategic transport initiatives. | Ongoing advocacy for Strategic Transport initiatives is continuing with the Great Ocean Road upgrade now placed on the G21 Transport Priority list, together with the upgrade to rail services for the Warrambool line. Matter is a regular item on the G21 Agenda. | Infrastructure & Services GM's Office | 30/06/2012 | |
| 2.1.4.2 Advocate for further improvements to the Princes Highway from Colac to the South Australian border. | Completed. | Chief Executive Office | 30/06/2012 | |
| 2.1.4.2 In partnership with regional councils and VicRoads develop and implement a Road Safety Plan and Council approved road safety initiatives. | Road Safety Plan previously developed. Will be reviewed later in the financial year. Not scheduled or started at present. | Infrastructure & Services GM's Office | 30/06/2013 | No Progress |

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| ACTION | EXECUTIVE COMMENTS | BUSINESS UNIT | COMP. DATE | PROGRESS |
| 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. | The Community Reference Group has met a number of times and has now determined the 10 routes for further investigation. Significant work has been carried out by the Consultant to-date, with a more detailed analysis anticipated towards the end of February to review the 4 options for detailed analysis. | Infrastructure & Services GM's Office | 30/06/2012 | |
| 2.1.4.4 Advocate for improved commuter Rail Services and safe Railway Crossings. | Both Rail Safety Interface Agreements have now been signed, and this component has now been completed. Council will continue to advocate for improved commuter rail services through the G21 network. | Infrastructure & Services GM's Office | 30/06/2012 | |
| 2.1.4.5 Implement the parts of the G21 Transport Plan relevant to Colac Otway Shire. | General Manager Infrastructure and Services attends all meetings of G21 and advocates for transport initiatives. In addition GM has been involved in the development of a tender document for the G21 Public Transport Strategy, for discussion with the Department of Transport to progress. | Infrastructure & Services GM's Office | 30/06/2012 | |
| Council Plan Strategy: | 2.1.5 Ensure environmental risks are adequately addressed for Council infrastructure works, including impacts of climate change. | | | |
| 2.1.5.2 Develop a proposed long term management response to sea level rise for Council assets. | This is a Planning requirement that cannot be completed until the Coastal Review Board has completed its study. Based on that information further work will be carried out. This is a long-term proposal which is outside the control of Council. It will be reviewed as issues arrive and further information becomes available. | Infrastructure & Services GM's Office | 30/06/2012 | No Progress |
| Key Result Area: | 3 Land Use and Development | | | |
| Council Plan Objective: | 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 | | | |
| Council Plan Strategy: | 3.1.1 Ensure a partnership approach to land use planning that reflects the needs, values and aspirations of the community. | | | |

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| 3.1.1.2 Advocate to have Colac Otway Shire included in the State Government urban land monitoring program. | The State Government has agreed to include Colac Otway Shire in the urban land monitoring program and is in the process of finalising maps of residential and commercial land supply for the Shire. | Planning & Building Services | 30/06/2012 | |
| 3.1.1.3 Advocate for more detailed mapping of the Erosion Management Overlay by State Government. | The need for better mapping of the Erosion Management Overlay has been expressed in a number of forums in recent years and most recently in the submission to the State Government concerning the Planning System reform enquiry. | Planning & Building Services | 30/06/2012 | |
| 3.1.1.4 Finalise a Rural Living Strategy and implement findings. | The Strategy was adopted by Council at its December meeting. Officers will prepare a planning scheme amendment for exhibition early in 2012. | Planning & Building Services | 30/06/2012 | |
| 3.1.1.5 Finalise and implement a car parking study for Colac & Apollo Bay. | The Strategy was adopted by Council at its December meeting. Officers will prepare a planning scheme amendment for exhibition early in 2012. | Planning & Building Services | 30/06/2012 | |
| 3.1.1.6 Finalise and implement Birregurra and Forrest Structure Plans. | The Forrest Structure Plan was adopted by Council at the August 2011 meeting. The Birregurra Structure Plan was deferred by Council in December 2010 to enable a Neighbourhood Character Study to be undertaken prior to its finalisation. A draft Issues Analysis Paper was released for public comment in October for the Character Study. | Planning & Building Services | 30/06/2012 | |

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| 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. | Officers have conducted an extended community engagement process over the course of 2011 to improve the community's understanding of the Master Plan prior to commencing the amendment process. Council has considered the results of an independent telephone questionnaire conducted to gauge community support for the project, and has requested further information before proceeding. There has been a significant delay to the planning scheme amendment process, necessitating a further request to Department of Planning and Community Development (DPCD) to vary the project milestones. | Planning & Building Services | 30/06/2014 |  |
| Council Plan Strategy: | | 3.1.2 Ensure that responsible planning mechanisms are used to control development in areas potentially affected by climate change. | | |
| 3.1.2.1 Work with State Government to develop appropriate planning controls that respond to predicted sea level rise. | Participating on Otway Coast Foreshore Committee as a ministerial appointed representative. Ongoing active participation in a range of climate change activities and approved attendance at the National Seachange Taskforce conference in Tasmania in March next year by Manager Planning and Building. | Sustainable Planning & Development GM's Office | 30/06/2012 |  |
| 3.1.2.2 Advocate for State Government funding to undertake more detailed local area mapping of low lying areas along the coast to assist with climate change initiatives. | Council has made a submission to the Victorian Coastal Council supporting the detailed mapping of low lying coastal areas. Continue to advocate in this regard. | Sustainable Planning & Development GM's Office | 30/06/2012 |  |
| Council Plan Strategy: | | 3.1.3 Ensure all Council land use plans and strategies are current and responsive. | | |






| Colac Otway Shire Council | | QUARTERLY COUNCIL PLAN PROGRESS REPORT (Oct to Dec) | | |
|--|--|---|------------|-------------|
| ACTION | EXECUTIVE COMMENTS | BUSINESS UNIT | COMP. DATE | PROGRESS |
| 3.1.3.3 Regularly update and improve the Colac Otway Planning Scheme through Planning Scheme amendments. | A request has been sent to the Planning Minister to approve a fast track amendment to fix a range of anomalies in the Planning Scheme and introduce updated Erosion Management Overlay mapping. Officers are preparing Amendment C65 which address a range of matters including follow up items to Amendment C55. | Planning & Building Services | 30/06/2012 | |
| 3.1.3.4 Prepare a Commercial Strategy for Colac. | This project has not yet been funded by Council. A budget request will be considered in the 2012/13 budget process. | Planning & Building Services | 30/06/2012 | No Progress |
| 3.1.3.5 Undertake a review of the settlement boundary and urban design for Apollo Bay. | The consultant has produced a final report for consideration by Council early in 2012 following submissions received to the draft report. | Planning & Building Services | 30/06/2012 | |
| 3.1.3.6 Undertake a Neighbourhood Character Study for Birregurra. | The Issues Paper was released for public exhibition in October, and the consultant is close to finalising a draft Study report for consideration by Council early in 2012. | Planning & Building Services | 30/06/2012 | |
| Council Plan Strategy: | 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. | Officers are reviewing compliance of Council owned buildings with Essential Safety requirements after an audit in 2009, which has resulted in a program of measures to address non-compliance. A policy is being developed for auditing of private buildings and a trail audit of high priority privately owned buildings has commenced. | Planning & Building Services | 30/06/2012 | |

| Colac Otway Shire Council | | QUARTERLY COUNCIL PLAN PROGRESS REPORT (Oct to Dec) | | |
|--|---|---|------------|----------|
| ACTION | EXECUTIVE COMMENTS | BUSINESS UNIT | COMP. DATE | PROGRESS |
| 3.1.4.3 Implement mechanisms to improve knowledge of building and planning requirements/ responsibilities. | A quarterly stakeholder newsletter was initiated in July 2011, advising regular planning and building permit applicants of current initiatives and policy changes. A range of planning information sheets and brochures have been completed and will be used from 1 January 2012. | Planning & Building Services | 30/06/2012 | |
| Council Plan Strategy: | | 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. | The development of a procedures manual for planning processes has been progressing steadily, with particular emphasis on procedures for subdivision, enforcement and strategic planning over recent months. | Planning & Building Services | 30/06/2012 | |
| 3.1.5.2 Prepare and develop a more comprehensive Information Kit on building and planning application requirements. | A series of information checklists and brochures have been developed to increase awareness of Council information requirements regarding planning permit applications and related processes. | Planning & Building Services | 30/06/2012 | |
| 3.1.5.3 Provide improved access to building and planning information on Council's website. | Revised material for the website has been developed and implemented, significantly improving the availability of planning and building information. | Planning & Building Services | 30/06/2012 | |
| Council Plan Strategy: | | 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. | Council has advocated for improved mapping of acid sulfate soils. This issue was raised in the recent submission to the State Government in relation to the review of the Planning system. | Planning & Building Services | 30/06/2012 | |
| 3.1.6.3 Introduce a Salinity Management Overlay to affected areas. | Council resolved in 2009 to proceed with an amendment subject to receipt of revised mapping from the Corangamite Catchment Management Authority. The mapping is yet to be received, therefore the amendment has not yet progressed to public exhibition. | Planning & Building Services | 30/06/2013 | |

| Colac Otway Shire Council | | QUARTERLY COUNCIL PLAN PROGRESS REPORT (Oct to Dec) | | |
|---|---|---|------------|----------|
| ACTION | EXECUTIVE COMMENTS | BUSINESS UNIT | COMP. DATE | PROGRESS |
| 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. | Officers have actively participated in workshops with the Municipal Association of Victoria (MAV) and the Department of Planning and Community Development (DPCD) regarding the new bushfire provisions developed and introduced by the State Government on 18 November 2011. Officers are currently developing a scope of works to improve local policy for bushfire planning using the \$120,000 government grant. | Planning & Building Services | 30/06/2012 | |
| Key Result Area: | | 4 Environmental Management | | |
| Council Plan Objective: | | 4.1 Council will protect and enhance the environment entrusted to us, demonstrate efficient use of natural resources and minimise climate change impacts. | | |
| Council Plan Strategy: | | 4.1.1 Develop a coordinated approach to managing environmental issues across all Council activities. | | |
| 4.1.1.2 Implementation of the Environment Strategy. | Council continues to undertake activities in accordance with the objectives and targets set in the Environment Strategy. A number of new initiatives that have recently started include incorporating sustainability principles into the new Sustainable Planning and Development Offices and a regional Climate Change project supported through a \$600,000 grant from the State Government. Council will review progress against all the targets in the strategy in June 2012. | Environment & Community Safety | 30/06/2012 | |
| 4.1.1.3 Development of annual Action Plans for the Environment Program. | Actions are being undertaken in accordance with Environment Action Plan. Recent activities include, weed control on Council managed land, revegetation works around Lake Colac, installation of solar hot water systems and the development of new prescriptions for Timber Harvesting operations. | Environment & Community Safety | 30/06/2012 | |
| Council Plan Strategy: | | 4.1.2 Ensure the protection and enhancement of environmental values on Council owned and managed land. | | |

| Colac Otway Shire Council | | QUARTERLY COUNCIL PLAN PROGRESS REPORT (Oct to Dec) | | |
|---|---|--|------------|---|
| ACTION | EXECUTIVE COMMENTS | BUSINESS UNIT | COMP. DATE | PROGRESS |
| 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. | Actions are being implemented in line with existing management plans (e.g. Lake Colac and Barongarook Creek) and new management plans are being finalised for Beeac Cemetery, Red Rock and number of other areas of high conservation value that Council are responsible for. | Environment & Community Safety | 30/06/2012 |  |
| 4.1.2.2 Continue to implement the Lake Colac Management Plan and the Re-vegetation and Weed Control Master Plan. | Works continue to be undertaken in accordance with the Lake Colac and Barongarook Revegetation and Weed Control Plan. Recent activities include further planting along on the Lake foreshore and weed control in areas where revegetation has been done in recent years. An investigation has started on how the section of the creek between the Chapel Street Bridge and the Caravan Park should be managed. The investigation will include engagement with the local community to ensure they are involved in the process. | Environment & Community Safety | 30/06/2012 |  |
| Council Plan Strategy: | | 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. | Amendment documents have been prepared to enable exhibition of the amendment to implement controls that reflect the latest biodiversity mapping. The project has been deferred until 2012-13 after a review of the strategic planning work program. | Planning & Building Services | 30/06/2013 |  |
| 4.1.3.2 Continue to carry out audits of forestry operations on private land. | The local Timber Harvesting Prescriptions have been reviewed and updated. The changes primarily relate to matters addressed in the recent review of the code of practice for Timber Harvesting on Private Land and will be sent to key industry stakeholders early in 2012 once they are endorsed by Council's Executive Team. | Environment & Community Safety | 30/06/2012 |  |




Colac Otway Shire Council **QUARTERLY COUNCIL PLAN PROGRESS REPORT (Oct to Dec)**

| ACTION | EXECUTIVE COMMENTS | BUSINESS UNIT | COMP. DATE | PROGRESS |
|--|--|--|-------------------|---|
| <p>4.1.3.3 Continue to raise the awareness of private landholders on their responsibilities in relation to the environment.</p> | <p>The Environment Unit has undertaken an extensive review of the relevant pages on the Council Website to ensure the information is clear, concise and accurate. Council is working with Surf Coast Shire Council on the development of new weed brochures and guides for the development of Land Management Plans. These new products will help raise awareness of the responsibilities of private landholders.</p> | <p>Environment & Community Safety</p> | <p>30/06/2012</p> |  |
| <p>Council Plan Strategy:</p> | | <p>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.</p> | | |
| <p>4.1.4.1 Implementation of the planning scheme and Council processes to manage environmental issues associated with Council works.</p> | <p>Officers work closely with the Infrastructure and Environment Units to ensure that processes are improved to ensure that Council works respect environmental values.</p> | <p>Planning & Building Services</p> | <p>30/06/2012</p> |  |
| <p>4.1.4.2 Continue program of works and practices in the Greenhouse Action Plan to reduce Council's carbon footprint.</p> | <p>Quotes have been sought for the installation of solar hot water systems at 10 Council managed facilities. The new systems will be installed by March 2012. New Solar Panels will be installed on the Colac Otway Performing Arts Community Centre (COPACC) roof in the near future and various energy saving elements will be incorporated in the new Sustainable Planning and Development offices including double glazed windows and energy efficient lighting.</p> | <p>Environment & Community Safety</p> | <p>30/06/2012</p> |  |









| Colac Otway Shire Council | | QUARTERLY COUNCIL PLAN PROGRESS REPORT (Oct to Dec) | | |
|--|---|--|------------|----------|
| 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. | Council is assisting Barwon Water in formulating a Water Conservation Strategy for Colac and district. Council is also taking part in Barwon Water's new Shower Exchange Program for Sporting Facilities and Caravan Parks to upgrade shower heads to vandal-proof, robust and water efficient models. Council will receive the new shower heads in February-March 2012 and will install them as part of the Asset Maintenance program. | Environment & Community Safety | 30/06/2012 | |
| 4.1.4.5 Develop and implement an Environmental Sustainability Policy. | The Sustainability Policy has been endorsed by Council's Executive Management Team to go to Council for formal adoption. Once this has been done a procedure document will be developed that provides more detail on how the policy will be implemented. | Environment & Community Safety | 30/06/2012 | |
| Council Plan Strategy: | | 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. | Member of the Municipal Association of Victoria Policy and Roles sub committee in relation to the Role of Local Government in Emergency Management Review. Manager Environment and Community Safety is a member of Executive of Timber Towns. Member of the Steering Committee for the G21 Regional Structure Plan and other officers are active members of working groups for this major regional project. | Sustainable Planning & Development GM's Office | 30/06/2012 | |

Colac Otway Shire Council **QUARTERLY COUNCIL PLAN PROGRESS REPORT (Oct to Dec)**

| ACTION | EXECUTIVE COMMENTS | BUSINESS UNIT | COMP. DATE | PROGRESS |
|--|--|---|------------|---|
| 4.1.5.1 Coordinate a range of environmental events across the region. | On Thursday 20 October the Environment Department was involved in a partnership education day with Greening Australia and the Corangamite Catchment Management Authority for National Waterweek. 200 school children participated in the day activities which includes planting over 600 trees along the Lake Colac foreshore, water watch demonstrations, and general environmental education around the importance of Lake Colac as both an environmental and cultural asset. Fishing workshops were also held with school children to help educate them about the values of marine and freshwater environments. | Environment & Community Safety | 30/06/2012 |  |
| 4.1.5.3 Promote awareness of environmental issues through various media and forums. | An Environmental Column has been put in the paper each month covering various issues including fire ecology. Information on the Council website has been reviewed and updated to ensure it is accurate and relevant. Media releases have also been issued on concerns that have arisen, such as the carp problem in Lake Colac. | Environment & Community Safety | 30/06/2012 |  |
| 4.1.5.4 Encourage energy efficiency including the use of renewable and alternative energy sources. | The Colac Reduce Energy and Waste Project has resulted in a number of local people being trained as energy auditors and nearly 50 households have now been audited in the area. Council is now trying to help facilitate actions being undertaken in accordance with the audit recommendations. The project will be completed by March 2012. | Environment & Community Safety | 30/06/2012 |  |
| Council Plan Strategy: | | 4.1.6 Minimise, recycle and manage residential waste. | | |



| Colac Otway Shire Council | | QUARTERLY COUNCIL PLAN PROGRESS REPORT (Oct to Dec) | | |
|--|---|---|------------|----------|
| ACTION | EXECUTIVE COMMENTS | BUSINESS UNIT | COMP. DATE | PROGRESS |
| 4.1.6.2 Implementation of the Waste Water Management Strategy. | Continuing to work with Department of Sustainability and Environment (DSE), the Environmental Protection Agency (EPA), and the Department of Health to find a solution for Wye River and Separation Creek. A Budget Request has been lodged to develop an Effluent Management Plan for a number of unsewered townships mentioned in the Strategy. | Health and Community Services | 30/06/2012 | |
| 4.1.6.3 Implementation of the Landfill Rehabilitation Plan. | The landfill rehabilitation plan was reviewed and endorsed by the Audit Committee in September 2011. Marengo landfill rehabilitation works are currently under progress in accordance with the reviewed plan. | Major Contracts | 30/06/2012 | |
| Key Result Area: | 5 Economic Development | | | |
| Council Plan Objective: | 5.1 Council is committed to facilitating a healthy and resilient economy through effective leadership, advocacy, and partnership. | | | |
| Council Plan Strategy: | 5.1.1 Support the development of a diverse, skilled and capable workforce. | | | |
| 5.1.1.1 Participate in local and regional task groups to improve access to vocational education and training and post compulsory education and training. | The Colac Otway Shire Industry Advisory Group has met on two occasions to discuss industry training needs and support of the Colac Trade Training Centre. | Economic Development | 30/06/2012 | |
| 5.1.1.2 Work with industry sectors on strategic workforce planning initiatives. | Nothing specific this quarter except discussions at the Industry Advisory Group meeting on training needs and development of the Trade Training Centre. | Economic Development | 30/06/2012 | |
| Council Plan Strategy: | 5.1.2 Work with business to recognise growth potential from climate change and renewable energy initiatives. | | | |
| 5.1.2.1 Encourage and promote climate change sustainability initiatives for business and renewable and alternative energy opportunities for the Colac Otway Shire. | Held discussions with local accounting firm to provide a local business information forum on the new carbon tax. | Economic Development | 30/06/2012 | |
| Council Plan Strategy: | 5.1.3 Support local business to develop and succeed. | | | |

| Colac Otway Shire Council | | QUARTERLY COUNCIL PLAN PROGRESS REPORT (Oct to Dec) | | |
|--|---|---|------------|---|
| 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 and city entrances. | Consultation period ended and draft report revised, where appropriate, to recognise issues raised and input provided. Budget bids submitted to facilitate the next stage of the project, being detailed construction plans and an Urban Forest Study. This project has received strong community support and is proceeding extremely well. | Sustainable Planning & Development
GM's Office | 30/06/2012 |  |
| 5.1.3.2 Continue to provide world standard tourism support services including Visitor Information Services, and support for local and regional tourism organisations. | Commenced recruitment process for permanent Great Ocean Road Visitor Information Centre Coordinator. Agreement in place to employ two permanent part time staff at Colac to replace Casual staff. Assisted in the wind down of Otways Tourism. Liaised with City of Greater Geelong, Surf Coast Shire, Geelong Otway Tourism and Tourism Victoria in regard to the proposed regional restructure. | Economic Development | 30/06/2012 |  |
| 5.1.3.3 Implement Business Development training programs, networking events and Business Awards. | ANZ Business Breakfast completed. Two Working Women's Networking functions have been completed. Plans are in place for the 2012 calendar year. | Economic Development | 30/06/2012 |  |
| 5.1.3.4 Provide on line information for customers and potential investors to access businesses in the Shire. | Web pages reviewed. Business database completed. | Economic Development | 30/06/2012 |  |
| 5.1.3.5 Enhance Colac's regional service centre status through the development of a Marketing strategy. | Marketing Strategy market testing completed. Plan adopted by Council. | Economic Development | 30/06/2012 |  |
| Council Plan Strategy: | | 5.1.4 Lead, support and/or participate in regional and local development networks and partnerships. | | |
| 5.1.4.2 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. | Mountain Bike Trails Strategy Steering Group first meeting completed. Draft consultant brief redrafted. | Economic Development | 30/06/2012 |  |

| Colac Otway Shire Council | | QUARTERLY COUNCIL PLAN PROGRESS REPORT (Oct to Dec) | | |
|---|--|---|------------|----------|
| ACTION | EXECUTIVE COMMENTS | BUSINESS UNIT | COMP. DATE | PROGRESS |
| 5.1.4.3 Promote and encourage the development of infrastructure to support Lake Colac tourism and community use. | Quarterly meeting completed with Lake Colac Coordinating Committee. Site tour of Lions Park, Barongarook Ck improvements and plans for 2012. | Economic Development | 30/06/2012 | |
| 5.1.4.4 Support local business associations such as Otway Business Inc, Apollo Bay Chamber of Commerce and Tourism. | Met with new Otway Business Inc President to plan joint efforts over 2012. Attended AGM. Attended December meeting and Christmas function. Attended the Apollo Bay Chamber of Commerce and Tourism November meeting to explain changes in tourism industry structures. | Economic Development | 30/06/2012 | |
| Council Plan Strategy: | 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. | Meetings held with potential investors. Marketing Strategy adopted by Council. Development work commenced to implement strategy to promote the Shire's strengths and competitive advantage. | Economic Development | 30/06/2012 | |
| 5.1.5.2 Identify the capacity, demand and rating of accommodation in Colac including the attraction of a high end quality star hotel. | Budget Request completed to engage a consultant to do feasibility and strategy. | Economic Development | 30/06/2012 | |
| 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. | Calendar of Events completed. Calendar of business liaison visits completed. | Economic Development | 30/06/2012 | |
| 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. | Assisted with the wind up of Otways Tourism. Set plans in place for tourism development and internal SHire marketing for interim period till the regional tourism restructure is completed. | Economic Development | 30/06/2012 | |
| Council Plan Strategy: | 5.1.6 Facilitate the development of infrastructure for business investment, growth and liveability. | | | |
| 5.1.6.1 Lobby for improved telecommunications in the Colac Otway Shire in consideration of Federal Government and telecommunication owners' initiatives. | No action this quarter. | Economic Development | 30/06/2012 | |


| Colac Otway Shire Council | | QUARTERLY COUNCIL PLAN PROGRESS REPORT (Oct to Dec) | | |
|--|--|---|------------|-------------|
| ACTION | EXECUTIVE COMMENTS | BUSINESS UNIT | COMP. DATE | PROGRESS |
| 5.1.6.3 Support the Apollo Bay Harbor Precinct development. | Discussions with Tourism Victoria to ensure support for the planning scheme amendment and redevelopment proposed. | Economic Development | 30/06/2012 | |
| 5.1.6.4 Undertake streetscape planning for Apollo Bay to integrate with the proposed harbor development. | No action this quarter. Unlikely to proceed in the short or medium term given the slow progress of the Harbour Master Plan process. | Economic Development | 30/06/2012 | No Progress |
| 5.1.6.5 Develop small town / community capability by providing infrastructure and resources, including continued support for the Small Town Improvement Program. | Small Town Improvement Projects form 2011 allocation will be implemented in early 2012 when contractors available. | Economic Development | 30/06/2012 | |
| Council Plan Strategy: | 5.1.7 Work in partnership with business, industry groups, government and agencies on sustainable economic growth. | | | |
| 5.1.7.2 Review business attraction and local business development policies. | Completed. No change recommended. | Economic Development | 30/06/2012 | |
| Key Result Area: | 6 Community Health and Wellbeing | | | |
| Council Plan Objective: | 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 | | | |
| Council Plan Strategy: | 6.1.1 Provide, facilitate or advocate for a range of health, recreation, community services and facilities. | | | |
| 6.1.1.1 Develop a Civic and Cultural Precinct Plan for Colac. | Home hardware site purchased. Plans to be progressed in early 2012. | Chief Executive Office | 30/06/2012 | |
| 6.1.1.1 Review and reconsider the recommendations from the 'Apollo Bay Library and Facility Development Project'. | Application for Living Libraries completed. Awaiting notification of grant. Discussions held with Otway Health regarding next steps of the process. | Corporate & Community Services GM's Office | 30/06/2012 | |

| Colac Otway Shire Council | | QUARTERLY COUNCIL PLAN PROGRESS REPORT (Oct to Dec) | | |
|--|--|---|------------|-------------|
| ACTION | EXECUTIVE COMMENTS | BUSINESS UNIT | COMP. DATE | PROGRESS |
| 6.1.1.4 Implement the Positive Ageing Strategy. | A Community Development Officer has been appointed to manage the Improving Liveability for Older People (ILOP) Project which will address or review many of the issues that were identified in the Positive Ageing Strategy. An Action Plan is to be developed by February 2012. | Health and Community Services | 30/06/2012 | |
| 6.1.1.4 Investigate initiatives that reduce exposure to passive smoking in public places. | No action to date | Corporate & Community Services GM's Office | 30/06/2012 | No Progress |
| 6.1.1.17 Develop a 10 year upgrade works program for Colac Otway Performing Arts and Cultural Centre. | 10 Year Capital Works and Asset Renewal Plan underway. Initial work needs to be workshopped with the Sustainable Assets Unit. | Recreation, Arts and Culture | 30/06/2012 | |
| 6.1.1.18 Develop a 10 year capital upgrade works program for Blue Water Fitness Centre. | Plant room investigations complete. Results will feed into the working draft of the Centre's Capital Works and Asset Renewal Program. | Recreation, Arts and Culture | 30/06/2012 | |
| 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. | As a result of the Public Open Space Strategy, a gap analysis will be undertaken to determine what infrastructure exists and what is proposed as per the standards. Sustainable Assets are currently developing an Asset Management Plan for recreation buildings. | Recreation, Arts and Culture | 30/06/2012 | |
| 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. | An Expression of Interest has been submitted to the Regional Development Australia Fund for the Central Reserve Masterplan Implementation Project. Waiting on outcomes of previous applications for Central Reserve and Bluewater Fitness Centre. | Recreation, Arts and Culture | 30/06/2012 | |
| 6.1.1.21 Develop an Open Space Strategy. | Public Open Space Strategy adopted by Council at its November 2011 meeting. | Recreation, Arts and Culture | 30/06/2012 | |

| Colac Otway Shire Council | | QUARTERLY COUNCIL PLAN PROGRESS REPORT (Oct to Dec) | | |
|--|---|---|------------|-------------|
| ACTION | EXECUTIVE COMMENTS | BUSINESS UNIT | COMP. DATE | PROGRESS |
| 6.1.1.22 Develop a Bicycle Strategy. | An application for funding has been submitted to Sport and Recreation Victoria to develop an Active Transport Strategy. | Recreation, Arts and Culture | 30/06/2012 | |
| 6.1.1.23 Implement Council's Recreation Strategy. | The Recreation Strategy continues to be implemented. It provides guidance to Council's development of recreation facilities and services and has assisted with securing external funding eg: Apollo Bay Recreation Reserve Changerooms Upgrade. | Recreation, Arts and Culture | 30/06/2012 | |
| 6.1.1.26 Review and implement the Council Community Funding Program Guidelines. | Some minor changes have been made to the guidelines and application form which will be presented to Council early in 2012. | Recreation, Arts and Culture | 30/06/2012 | |
| Council Plan Strategy: | 6.1.2 Promote and facilitate cultural and community events throughout the municipality. | | | |
| 6.1.2.1 Implement the Arts and Cultural Strategy. | The strategy continues to be implemented with many actions either completed or ongoing. A review has been undertaken on the actions attributed to Colac Otway Performing Arts and Cultural Centre (COPACC) with the majority completed. | Recreation, Arts and Culture | 30/06/2012 | |
| 6.1.2.3 Implement the Festival and Events Strategy. | The strategy continues to be implemented which is reflected by the continued growth and professionalism of events in the Shire. | Recreation, Arts and Culture | 30/06/2012 | |
| 6.1.2.10 Work with event organisers and community groups to develop a broad range of community festivals and events. | Work continues with event organisers and community groups to conduct a range of festivals and events. In recent times, support has been provided to Carols by Candlelight, Country Fire Authority State Championships and Amy's Grand Fondo. | Recreation, Arts and Culture | 30/06/2012 | |
| Council Plan Strategy: | 6.1.3 Adopt a partnership approach to addressing the current and future health and wellbeing needs of the community. | | | |
| 6.1.3.1 Review the provision of Youth Services in the Shire. | A review was undertaken in 2010/11. Further consideration during the 2012/13 budget process. | Corporate & Community Services GM's Office | 30/06/2012 | No Progress |

| Colac Otway Shire Council | | QUARTERLY COUNCIL PLAN PROGRESS REPORT (Oct to Dec) | | |
|---|--|---|------------|----------|
| ACTION | EXECUTIVE COMMENTS | BUSINESS UNIT | COMP. DATE | PROGRESS |
| 6.1.3.8 Implement strategies in the Drug Action Plan. | Attended all meetings this year. The Plan has been reviewed and updated to reflect our capacity and direction for 2011/12. | Health and Community Services | 30/06/2012 | |
| 6.1.3.22 Implement the Municipal Public Health Plan. | A number of initiatives have commenced. These include embedding and enabling this plan into council processes, annual review training, aligning this plans' directions into the TLC3 and Advancing Country Towns projects and working with G21. | Health and Community Services | 30/06/2012 | |
| 6.1.3.23 Develop and implement an Early Years Plan. | Early Years Directory is now on Council's website. Action Plans for each kindergarten have been completed. Cluster management is being planned with Glastonbury, and Australian Early Years Development Index (AEDI) results discussed with local service providers. Working on capital improvement grant process. | Health and Community Services | 30/06/2012 | |
| 6.1.3.24 Develop and implement an Access, Equity & Inclusion Plan. | The Meeting Place has been redeveloped to better meet the individual needs of families. This is to commence in 2012. Access issues are promoted with services and planning processes. Working with TLC3 on equity and overcoming disadvantage. Action Plan for the Transport Connections program is focussing on access issues. The brand for this program is "Access Connect Belong". | Health and Community Services | 30/06/2012 | |
| Council Plan Strategy: | | 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. | Meetings held with various agents to discuss market growth and potential investments. | Economic Development | 30/06/2012 | |
| 6.1.4.1 Work with Developers and Housing Associations to create liveable, affordable and sustainable housing. | Officers work closely with developers and permit applicants to seek more livable and sustainable housing on an on-going basis. | Planning & Building Services | 30/06/2012 | |

Colac Otway Shire Council **QUARTERLY COUNCIL PLAN PROGRESS REPORT (Oct to Dec)**

| ACTION | EXECUTIVE COMMENTS | BUSINESS UNIT | COMP. DATE | PROGRESS |
|---|--|-------------------------------|------------|---|
| 6.1.4.2 Participate in local and regional Affordable Housing task groups. | No meetings this quarter. | Economic Development | 30/06/2012 | No Progress |
| 6.1.4.5 Implement the Transport Connections Strategy. | A new project worker has commenced. An Action Plan, Engagement Strategy and Partnership Agreement have been completed. | Health and Community Services | 30/06/2012 |  |



OM122501-9

**SECOND QUARTER FINANCIAL PERFORMANCE REPORT
2011-2012**

| | | | |
|-------------|--------------------------------|-----------|--------------|
| AUTHOR: | Brett Exelby | ENDORSED: | Colin Hayman |
| DEPARTMENT: | Corporate & Community Services | FILE REF: | CLF11/8 |

Purpose

This report provides information to Council and the community on the financial performance of Council for the second quarter of the financial year, ending December 2011.

Declaration of Interests

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

Background

Council adopted the budget for 2011-2012 including the Capital Works Programme at the Council meeting held 29 June 2011. The attached report seeks to provide information on the performance of Council against the adopted budget.

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**Financial Summary**

Attached to this report is the Second Quarter Financial Performance Report 2011-2012.

At the time the budget for 2011-2012 was prepared, it was expected that Council would see an operating surplus of \$3.825 million. Council continues to revise the estimate of the 2011-2012 year activities as more accurate information comes to hand, with the current operating surplus forecast to be \$1.133 million. The main reason for the reduction is as a result of Capital Grants now not being received this financial year e.g. Bluewater Fitness Centre Redevelopment.

The achievement of an operating surplus for the 2011-2012 year continues to be a priority of Council. It is important for Council and the community to understand that we continue to refine our forecasts and adjust our activities to ensure that Council is in the position to report an operating surplus for the 2011-2012 financial year.

Council currently has a cash at bank balance of \$7.986 million, which is higher than for the same time in 2010-2011.

Proposal

That Council considers the report as detailed herein, receives the report as provided and notes the forecast changes to date.

Financial and Other Resource Implications

Financial matters affecting the budget performance of Council are detailed in the quarterly finance report.

Risk Management & Compliance Issues

This report meets the reporting and risk obligations of officers to Council.

Environmental and Climate Change Considerations

Applied in preparation of Council Plan and adoption of budgets.

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 selected would be inform as per statutory obligations when preparing Council Plan and Budget. This is a quarterly report that is for the information of Council.

Implementation

Council Plan and Budget are already implemented and operating.

Conclusion

This report has been compiled by the Finance and Customer Service Unit of Council and reflects the performance to date against the budget and targets set by Council for the second quarter of the 2011-2012 year.

Attachments

1. Report - Quarterly Council Report - 2011-2012 - Quarter 2 15 Pages

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

1. ***Receives the second quarter financial performance report 2011-2012.***
2. **Notes the forecast changes to the following projects:**
 - ***Bluewater Fitness Centre Redevelopment***
 - ***Timber Roads Program – Old Beech Forest Road Resheet***
 - ***Timber Roads Program – Pipeline Road Resheet***
 - ***Contribution to Apollo Bay Library Project***
 - ***Improving Liveability for Older People (ILOP)***
 - ***Municipal Fire and Emergency Management Resourcing Programme***
 - ***COPACC Fire Prevention Systems Compliance Upgrade***
 - ***Eastern Reserve Court Resurfacing***

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# **Second Quarter Financial Performance Report 2011-2012**

## **December 2011**



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## **ABOUT THE REPORT**

In accordance with the Local Government Act 1989, Council must establish and maintain a budgeting and reporting framework that is consistent with the principles of sound financial management.

In line with our commitment to sound financial management, Council is provided with an analysis of financial and non-financial information each quarter. This information will include at a minimum a comparison of budgeted income and expenditure and actual income and expenditure.

This report covers the period from 1 July 2011 to 31 December 2011 and reports on:

- Significant variations from the adopted budget;
- Council's cash balance and forecast;
- Council's investment performance;
- Council's financial statements;
- Council's Audit Committee; and
- Income and expenditure for the services provided by Council.

This quarterly report examines Council's financial performance as at the second quarter of 2011-2012.

## **OVERVIEW**

At the time the budget for 2011-2012 was prepared, it was expected that Council would see an operating surplus of \$3.825 million. Council continues to revise estimates for the 2011-2012 activities as more accurate information comes to hand, with the current operating surplus forecast to be \$1.133 million. The main reason for the reduction is as a result of Capital Grants now not being received this financial year e.g. Bluewater Fitness Centre Redevelopment.

The achievement of an operating surplus for the 2011-2012 year continues to be a priority of Council. It is important for Council and the community to understand that we continue to refine our forecasts and adjust our activities to ensure that Council is in the position to report an operating surplus for the 2011-2012 financial year.

Council currently has a cash at bank balance of \$7.986 million, which is higher than for the same time in 2010-2011.

Rate notices have been issued to rate payers in September and reminders for instalments continue to 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 fifth consecutive year;
- Council continuing to meet the Infrastructure Renewal Gap;
- Delivery of responsible projects designed to enhance our 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:

- Continued development of improved monthly reporting to management and Council;
- Review of Council's assets and the development of Council's Corporate Asset Management System;
- Implementation of Investment strategy and policy (see Investment Report);
- Review of Council's financial management policies, procedures and practices;
- Review of the Strategic Resource Plan with closer linkages to various Council action plans;
- Review of the Long Term Financial Plan with closer linkages to various Council strategies;
- Initiation of a review of Council's Fees and Charges Strategy; and
- Review of the new community focussed budget document.

The forecast indicates that the financial viability of Council will continue to 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 December is included in this report.

### **Operational Budget**

The operational income budget is projected to remain at \$34.851 million which is consistent with the adopted budget, while the operational expenditure budget is projected to increase slightly by \$0.02 million to \$35.952 million, resulting in a net projected increase in the operational budget deficit of \$0.02 million (1.8%)

### **Major Projects Budget**

The major projects expenditure is projected to increase by \$1.803 million from the adopted budget to \$2.525 million, with income increasing by \$0.592 million to \$0.782 million, resulting in a net projected increase in the major project deficit of \$1.211 million (227.7%). This variance is a reflection of the major projects carried forward from the 2010-2011 financial year.

### **Capital Budget**

Capital expenditure is projected to increase by \$0.460 million to \$13.031 million. This increase is a combination of recognising carried forward works projects and the expectation that no major works will occur in this financial year on the redevelopment of the Blue Water Fitness Centre. Capital income is projected to decrease by \$1.422 million to \$4.017 million, primarily as a result of an expectation that there will be reduced grant funding provided for the Blue Water Fitness Centre redevelopment in the current financial year due to the delay in works commencing. Combined, these changes result in a net projected increase of \$1.881 million (26.4%).



### SIGNIFICANT BUDGET VARIATIONS

Following the second quarter review, the following significant variations to Council's original adopted budget for 2011-2012 have been recognised.

#### Carry Forward Projects

Those projects and activities that were incomplete at the end of the 2010-2011 financial year and where a commitment exists for the expenditure and/or income to be incurred/raised have been listed below.

In summary, the value of carried forward items from 2010-2011 is:

|              | Expenditure      | Income           | Net Result       |
|--------------|------------------|------------------|------------------|
| <b>Total</b> | <b>4,024,083</b> | <b>(958,420)</b> | <b>3,067,663</b> |

| Project/Activity                                                        | Carry-over<br>Expense | Carry-<br>over<br>Income | Net<br>Result |
|-------------------------------------------------------------------------|-----------------------|--------------------------|---------------|
| Colac & Apollo Bay Car parking Study                                    | 9,989                 | 0                        | 9,989         |
| Colac CBD & Entrances Project                                           | 68,496                | 0                        | 68,496        |
| Rural Living Strategy                                                   | 15,686                | 0                        | 15,686        |
| Cressy-Shelford Road Restitution Package                                | 115,703               | 0                        | 115,703       |
| Auspice Neighbourhood Renewal                                           | 14,900                | 0                        | 14,900        |
| Lake Colac Stage 2                                                      | 70,000                | 0                        | 70,000        |
| Stoddart St Pathway                                                     | 55,000                | (65,000)                 | -10,000       |
| Botanic Gardens Pathway                                                 | 57,700                | 0                        | 57,700        |
| Gellibrand Landfill Rehabilitation                                      | 233,949               | 0                        | 233,949       |
| Birregurra Structure Plan & Forrest Structure Plan                      | 34,121                | 0                        | 34,121        |
| Heathfield estate river restoration                                     | 3,550                 | 0                        | 3,550         |
| Apollo Bay Harbour Master Plan Implementation                           | 255,000               | (38,000)                 | 217,000       |
| Refurbishment of the Enhanced Library Service and Accommodation         | 161,541               | 0                        | 161,541       |
| Refurbishment of the Enhanced Accommodation Rae Street Existing Offices | 68,268                | 0                        | 68,268        |
| Beech Forest Hall                                                       | 180,855               | 0                        | 180,855       |
| Youth Club Hall                                                         | 200,000               | 0                        | 200,000       |
| Apollo Bay Customer Service Centre                                      | 19,443                | 0                        | 19,443        |
| Apollo Bay Transfer Station - sealing of car park and associated works  | 255,000               | 0                        | 255,000       |
| Pascoe Street Car park                                                  | 330,000               | (247,380)                | 82,620        |
| Road safety program                                                     | 16,000                | (1,000)                  | 15,000        |
| Public Open Space Strategy                                              | 19,919                | (3,000)                  | 16,919        |
| Lake Colac CHMP                                                         | 10,302                | 0                        | 10,302        |
| Upgrades to Colac Youth & Recreation Centre                             | 280,701               | 0                        | 280,701       |

| Project/Activity                                               | Carry-over<br>Expense | Carry-<br>over<br>Income | Net<br>Result    |
|----------------------------------------------------------------|-----------------------|--------------------------|------------------|
| Birregurra and Forrest Master Plans (STIP)                     | 68,570                | (20,000)                 | 48,570           |
| Cressy Upgrade (STIP)                                          | 62,328                | (40,000)                 | 22,328           |
| Beeac Street Lighting                                          | 13,334                | 0                        | 13,334           |
| Bridge Rehab Program - Upper Gellibrand Road                   | 177,738               | 0                        | 177,738          |
| Apollo Bay Settlement Boundary & Urban Design Review           | 34,256                | (8,000)                  | 26,256           |
| Colac Commercial Strategy                                      | 80,000                | (40,000)                 | 40,000           |
| Colac Heavy Truck Study                                        | 112,310               | 0                        | 112,310          |
| Apollo Bay Trails Feasibility Study                            | 83,722                | 0                        | 83,722           |
| Main Drainage Review - Apollo Bay                              | 49,317                | 0                        | 49,317           |
| Colac City Band Hall Disabled Access Improvement               | 3,865                 | 0                        | 3,865            |
| Cororooke Hall                                                 | 36,770                | 0                        | 36,770           |
| Stonyford Hall Kitchen                                         | 0                     | (42,000)                 | -42,000          |
| RLCIP Round 3 - Upgrade to Energy Efficient Hot Water Services | 50,000                | 0                        | 50,000           |
| Lions Park                                                     | 86,170                | (27,040)                 | 59,130           |
| Old Beechy Rail Trail (OBRT) Project                           | 419,426               | (400,000)                | 19,426           |
| Colac Litter Bins and Surrounds                                | 10,589                | 0                        | 10,589           |
| Volunteering Portal                                            | 16,123                | (2,500)                  | 13,623           |
| Colac Marketing Strategy                                       | 22,728                | 0                        | 22,728           |
| Active Service Model                                           | 38,533                | 0                        | 38,533           |
| Beech Forest War Memorial                                      | 10,000                | 0                        | 10,000           |
| Internet Training 4 People With a Disability (Phase 2)         | 14,856                | 0                        | 14,856           |
| Marengo Landfill Rehabilitation                                | 94,825                | 0                        | 94,825           |
| Universal Access - Capacity Assessment Planning                | 20,000                | (10,000)                 | 10,000           |
| Universal Access - Action Plan for 2013                        | 27,500                | (12,500)                 | 15,000           |
| Solar PV system installation - Old Library                     | 15,000                | 0                        | 15,000           |
| <b>Total</b>                                                   | <b>4,024,083</b>      | <b>(956,420)</b>         | <b>3,067,663</b> |

### Forecast Changes

In addition to the annual carry forward project process, adjustments to Council's budget (forecast changes), occur throughout the financial year. These changes include projects that are deferred or cancelled, projects that are adjusted due to additional funding (or reductions in funding), and projects that are new projects that were not known at the time of preparing the annual budget.

The table below indicates the forecast changes.

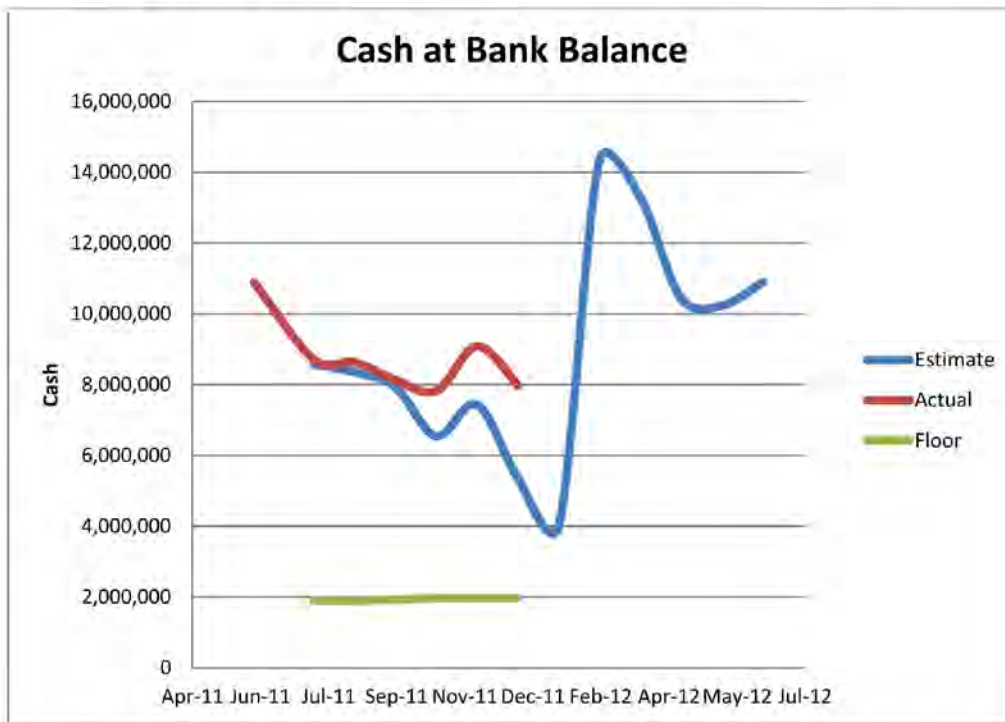
| Project                                                             | Details                                                                                                                                                                                                                                      | Income                  | Expenditure             |
|---------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|-------------------------|
| <b>Blue Water Fitness Centre Redevelopment</b>                      | The redevelopment of the Blue Water Fitness Centre is not expected to be completed during the financial year. As a result funding for the project in the 2011-2012 financial year has been reduced to reflect expectations                   | Original<br>\$2,000,000 | Original<br>\$2,000,000 |
|                                                                     |                                                                                                                                                                                                                                              | Revised<br>\$200,000    | Revised<br>\$200,000    |
| <b>Timber Roads Program - Old Beech Forest Road Resheet</b>         | Council was unsuccessful in obtaining funding from the Better Roads Program for this project. The project was contingent on funding being received.                                                                                          | Original<br>\$301,589   | Original<br>\$351,854   |
|                                                                     |                                                                                                                                                                                                                                              | Revised<br>\$0          | Revised<br>\$0          |
| <b>Contribution to Apollo Bay Library Project</b>                   | Additional grant funding has been obtained enabling additional funds to be contributed to the Apollo Bay Library project. There is no net change to Council contributions.                                                                   | Original<br>\$100,000   | Original<br>\$200,000   |
|                                                                     |                                                                                                                                                                                                                                              | Revised<br>\$387,500    | Revised<br>\$487,500    |
| <b>Timber Roads Program - Pipeline Road Resheet</b>                 | Council was unsuccessful in obtaining funding from the Better Roads Program for this project. The project was contingent on funding being received.                                                                                          | Original<br>\$142,416   | Original<br>\$166,152   |
|                                                                     |                                                                                                                                                                                                                                              | Revised<br>\$0          | Revised<br>\$0          |
| <b>Improving Liveability for Older People (ILOP)</b>                | Funding was received for the purpose of improving liveability for older people in the Colac Otway Shire. This two (2) year project will develop action plan and then implement that plan. This project is fully funded from external grants. | Original<br>\$0         | Original<br>\$0         |
|                                                                     |                                                                                                                                                                                                                                              | Revised<br>\$100,000    | Revised<br>\$100,000    |
| <b>Municipal Fire and Emergency Management Resourcing Programme</b> | As a result of the Victorian Royal Commission into the bushfires funding has been provided for 12 months from DPCD to fund Emergency Management position.                                                                                    | Original<br>\$0         | Original<br>\$0         |
|                                                                     |                                                                                                                                                                                                                                              | Revised<br>\$110,000    | Revised<br>\$110,000    |
| <b>COPACC Fire Protection Systems Compliance Upgrade</b>            | Emergency upgrade required of COPACC Fire Systems to remain compliant with Building and Fire Codes. Funding provided from existing maintenance budgets and by not proceeding with other building works.                                      | Original<br>\$0         | Original<br>\$0         |
|                                                                     |                                                                                                                                                                                                                                              | Revised<br>\$0          | Revised<br>\$75,000     |
| <b>Eastern Reserve Court Resurfacing</b>                            | Resurfacing work on two (2) courts at the Eastern Reserve. To be funded from savings within the capital works programme (such as cancellation of Timber Roads Programme)                                                                     | Original<br>\$0         | Original<br>\$0         |
|                                                                     |                                                                                                                                                                                                                                              | Revised<br>\$0          | Revised<br>\$25,000     |



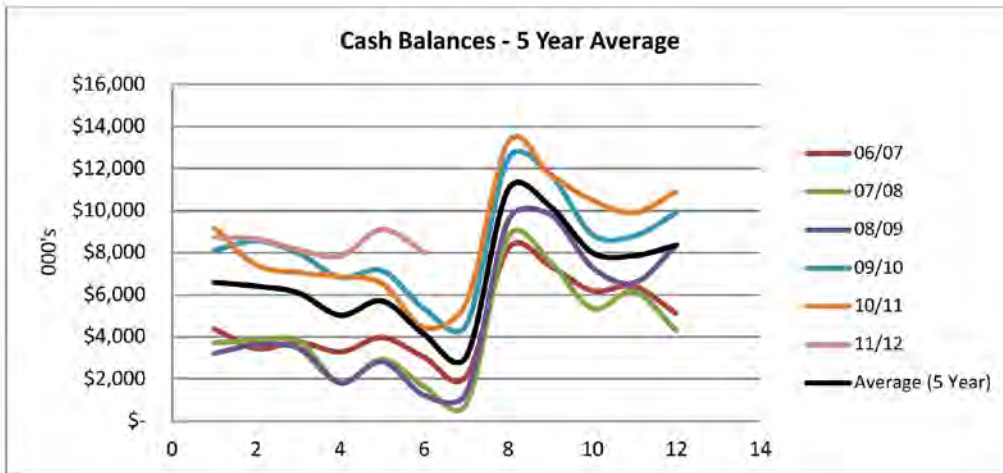
**CASH BALANCE**

The charts below gives an indication of how the cash balances of Council may perform over the course of the 2011-2012 financial year. The first chart, Cash at Bank Balance, portrays:

- The Estimate – which is an estimation of what the cash balance may be at the end of each month based entirely upon historical averages.
- The Actual – which is the actual balance at the end of each month of the year up to and including December 2011.
- The Floor – which is the value of Council cash balance at which point Council's operating funds are zero (0). With cash balances below the "Floor", Council would be using its overdraft facility.



The following chart provides details on the cash balances at month end for the five (5) years prior to the 2011-2012 financial year. The chart also includes the five (5) year average of those cash balances.



Council’s overall position, although appearing strong in the financial statements, remains susceptible to shocks and is limited in its ability to take advantage of opportunities as they arise. Council can be more sustainable in the longer term provided it:

- Ensures it is in a position to undertake the necessary changes to make business more efficient;
- Seeks 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 must critically evaluate its resource capability before any commitment is made to 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.

**INVESTMENT REPORT**

| Deposit                              | Minimum Rate | Maximum Rate | Average |
|--------------------------------------|--------------|--------------|---------|
| <b>TOTAL PORTFOLIO</b>               |              |              |         |
| Total                                | 4.25%        | 4.75%        | 4.52%   |
| <b>GENERAL INVESTMENTS</b>           |              |              |         |
| At-Call Deposits                     | 4.25%        | 4.75%        | 4.52%   |
| Total                                | 4.25%        | 4.75%        | 4.52%   |
| <b>LONG SERVICE LEAVE INVESTMENT</b> |              |              |         |
| Total                                | 4.25%        | 4.75%        | 4.50%   |
| <b>PERFORMANCE BENCHMARK</b>         |              |              |         |
| Reserve Bank of Australia Cash Rate  | 4.30%        | 4.75%        | 4.52%   |
| 90-Day Bank Bill Index               | 4.51%        | 4.72%        | 4.62%   |

Due to the implementation of Council's Investment Policy, funds have been held At-Call for the duration of this quarter. This has led to a decrease in performance of the portfolio compared to the first quarter of 2011-2012.

Overall the Portfolio performed at a cash rate of 4.52% which is similar to the Reserve Bank's average cash rate of 4.50%, however 0.10% below the 90-day bank bill index. Total interest paid to council during the period was \$58,600 (relating to the first quarter investments) with interest payable next in January 2012.

The balance of Council's Investment Portfolio at the end of the quarter was approximately \$7.58 million.

## OPERATING STATEMENT

The information portrayed below provides an operating statement as per the data at 31 December 2011. The four (4) columns of data provide actual year to date results as compared to the budget year to date, the revised budget or forecast position as at 31 December 2011 and the original budget as it was adopted by Council. The forecast budget includes the value of all adjustments made since the adoption of the budget for 2011-2012 and takes account of carried forward projects.

### Colac Otway Shire Council Operating Statement

December 2011



| Category                              | December Actual YTD | December Budget YTD | Forecast Budget     | Original Budget     |
|---------------------------------------|---------------------|---------------------|---------------------|---------------------|
| <b>Income</b>                         |                     |                     |                     |                     |
| Contributions - cash                  | (62,828)            | (147,146)           | (511,680)           | (264,300)           |
| Finance revenue                       | (81,869)            | (174,944)           | (474,000)           | (474,000)           |
| Grants - capital                      | (1,541,921)         | (1,492,852)         | (2,985,040)         | (4,654,005)         |
| Grants - operating                    | (3,743,936)         | (4,181,336)         | (8,424,548)         | (7,834,548)         |
| Net gain / loss on disposal of assets | (143,418)           | (302,500)           | (605,000)           | (605,000)           |
| Other revenue                         | (67,592)            | (24,900)            | (49,800)            | (49,400)            |
| Rates and charges                     | (21,571,394)        | (21,514,782)        | (21,370,549)        | (21,370,549)        |
| Reimbursements                        | (165,428)           | (108,328)           | (215,660)           | (215,660)           |
| Statutory fees and charges            | (294,015)           | (267,772)           | (515,167)           | (515,167)           |
| User fees and charges                 | (1,607,771)         | (2,171,341)         | (4,498,911)         | (4,497,411)         |
| <b>Total Income</b>                   | <b>(29,280,172)</b> | <b>(30,385,901)</b> | <b>(39,650,355)</b> | <b>(40,480,040)</b> |
| <b>Expense</b>                        |                     |                     |                     |                     |
| Contracts                             | 2,739,498           | 3,778,986           | 7,947,162           | 6,746,477           |
| Depreciation                          | 4,404,498           | 4,404,498           | 8,809,000           | 8,809,000           |
| Employee benefits                     | 7,100,254           | 6,352,092           | 14,114,131          | 13,955,172          |
| Finance expenses                      | 151,026             | 167,960             | 345,976             | 345,976             |
| Materials and services                | 2,564,082           | 2,947,274           | 5,543,325           | 5,370,849           |
| Other expenses                        | 541,032             | 1,074,050           | 1,758,189           | 1,427,489           |
| <b>Total Expenses</b>                 | <b>17,500,391</b>   | <b>18,724,860</b>   | <b>38,517,783</b>   | <b>36,654,963</b>   |
| <b>Operating Result</b>               | <b>(11,779,781)</b> | <b>(11,661,041)</b> | <b>(1,132,572)</b>  | <b>(3,825,077)</b>  |



## CAPITAL WORKS STATEMENT

The information below provides details on the capital works expenditure as at 31 December 2011.

### Colac Otway Shire Council

#### Capital Works

December 2011



| Category                      | December Actual<br>YTD | December Budget<br>YTD | Forecast Budget   | Original Budget   |
|-------------------------------|------------------------|------------------------|-------------------|-------------------|
| Bridge & Culvert              | 21,756                 | 338,826                | 677,738           | 500,000           |
| Building Habitable Structures | 670,917                | 161,932                | 2,113,578         | 2,836,000         |
| Drainage                      | 71,497                 | 181,392                | 753,000           | 665,000           |
| Footpath and Cycleways        | 85,689                 | 432,882                | 865,991           | 300,000           |
| Kerb & Channelling            | -                      | 53,994                 | 108,000           | 75,000            |
| Land                          | 802,425                | 824,006                | 803,000           | 845,000           |
| Land Improvements - Parks     | 65,450                 | 200,474                | 305,000           | 160,000           |
| Off Street Car Parking        | -                      | 99,966                 | 200,000           | 50,000            |
| Other Structures              | 147,377                | 206,162                | 347,421           | 90,000            |
| Plant & Equipment             | 1,058,006              | 1,225,922              | 2,302,100         | 2,256,800         |
| Roads                         | 1,228,446              | 1,421,149              | 4,514,200         | 4,793,206         |
| <b>Capital Works Total</b>    | <b>4,151,561</b>       | <b>5,146,705</b>       | <b>12,990,028</b> | <b>12,571,006</b> |

## AUDIT COMMITTEE

The purpose of the committee is to "assist the Council in its oversight responsibilities by monitoring, reviewing and advising accounting, auditing, compliance and risk management related matters as well as to provide a forum for communication between the Council, management and the internal and external auditors.

The audit committee meets four (4) times per annum and as at 31 December 2011 has met for the second time this financial year.

Council's internal audit function reports to the audit committee and conducts regular audits on activities such as those related to the purchasing of goods and services, various risks to Council and the quality and effectiveness of Council's services. In addition four (4) major audits are conducted by external auditors each year. As at the completion of the second quarter, the external auditors have conducted audits on Council's treatment of rates debtors and Council's Maternal and Children's Health Services. The final reports for both audits will be provided to the next Audit Committee in March 2012.



## Service Summary

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 31 December 2011.

### Colac Otway Shire Council

#### Service Summary



| Department                                           | Business Unit                                                | Service | December Actual<br>YTD | December Budget<br>YTD | Forecast Budget     | Original Budget     |
|------------------------------------------------------|--------------------------------------------------------------|---------|------------------------|------------------------|---------------------|---------------------|
| <b>Chief Executive Office</b>                        |                                                              |         | <b>504,350</b>         | <b>489,277</b>         | <b>965,633</b>      | <b>940,915</b>      |
| <b>CEO</b>                                           |                                                              |         | <b>364,015</b>         | <b>316,955</b>         | <b>620,973</b>      | <b>594,855</b>      |
|                                                      | <i>Executive Office Section</i>                              |         | 301,266                | 245,249                | 477,045             | 450,927             |
|                                                      |                                                              | Expense | 301,266                | 245,249                | 477,045             | 450,927             |
|                                                      | <i>Public Relations &amp; Marketing Section</i>              |         | 62,749                 | 71,706                 | 143,928             | 143,928             |
|                                                      |                                                              | Expense | 62,749                 | 71,706                 | 143,928             | 143,928             |
| <b>Council</b>                                       |                                                              |         | <b>140,336</b>         | <b>172,322</b>         | <b>344,660</b>      | <b>346,060</b>      |
|                                                      | <i>Elected Members Section</i>                               |         | 140,336                | 172,322                | 344,660             | 346,060             |
|                                                      |                                                              | Expense | 140,336                | 172,322                | 344,660             | 346,060             |
| <b>Corporate &amp; Community Services</b>            |                                                              |         | <b>(17,264,056)</b>    | <b>(14,045,521)</b>    | <b>(8,371,761)</b>  | <b>(8,503,931)</b>  |
| <b>Corporate &amp; Community Services Management</b> |                                                              |         | <b>484,474</b>         | <b>583,687</b>         | <b>1,065,139</b>    | <b>1,065,139</b>    |
|                                                      | <i>Corporate &amp; Community Services Management Section</i> |         | 167,365                | 266,263                | 421,791             | 421,791             |
|                                                      |                                                              | Expense | 191,594                | 522,993                | 835,358             | 547,858             |
|                                                      |                                                              | Income  | (24,229)               | (256,730)              | (413,567)           | (126,067)           |
|                                                      | <i>Library Section</i>                                       |         | 317,109                | 317,424                | 643,348             | 643,348             |
|                                                      |                                                              | Expense | 321,737                | 321,424                | 650,348             | 650,348             |
|                                                      |                                                              | Income  | (4,628)                | (4,000)                | (7,000)             | (7,000)             |
| <b>Finance &amp; Customer Service</b>                |                                                              |         | <b>(20,546,313)</b>    | <b>(17,434,680)</b>    | <b>(14,498,851)</b> | <b>(14,419,375)</b> |
|                                                      | <i>Customer Service Section</i>                              |         | 175,052                | 185,740                | 371,807             | 361,807             |
|                                                      |                                                              | Expense | 176,023                | 186,340                | 373,007             | 363,007             |
|                                                      |                                                              | Income  | (971)                  | (600)                  | (1,200)             | (1,200)             |
|                                                      | <i>Financial Services Section</i>                            |         | (1,806,012)            | 1,364,139              | 3,976,680           | 4,065,756           |
|                                                      |                                                              | Expense | 638,116                | 4,541,577              | 10,479,658          | 10,568,734          |
|                                                      |                                                              | Income  | (2,444,128)            | (3,177,438)            | (6,502,978)         | (6,502,978)         |
|                                                      | <i>Property &amp; Rates Section</i>                          |         | (18,913,023)           | (18,984,259)           | (18,846,738)        | (18,846,338)        |
|                                                      |                                                              | Expense | 201,162                | 306,585                | 613,435             | 613,435             |
|                                                      |                                                              | Income  | (19,114,186)           | (19,290,844)           | (19,460,173)        | (19,459,773)        |
|                                                      | <i>Vic Roads Section</i>                                     |         | (2,330)                | (300)                  | (600)               | (600)               |
|                                                      |                                                              | Expense | 121                    | 0                      | 0                   | 0                   |
|                                                      |                                                              | Income  | (2,451)                | (300)                  | (600)               | (600)               |
| <b>Health &amp; Community Services</b>               |                                                              |         | <b>349,480</b>         | <b>335,896</b>         | <b>651,669</b>      | <b>515,706</b>      |
|                                                      | <i>Aged &amp; Disability Services Section</i>                |         | 74,227                 | 10,426                 | (9,385)             | (49,685)            |
|                                                      |                                                              | Expense | 995,401                | 913,008                | 1,867,246           | 1,826,946           |
|                                                      |                                                              | Income  | (921,174)              | (902,582)              | (1,876,631)         | (1,876,631)         |
|                                                      | <i>Children &amp; Family Services Section</i>                |         | 108,044                | 83,340                 | 181,076             | 175,416             |
|                                                      |                                                              | Expense | 360,978                | 423,324                | 861,076             | 855,416             |
|                                                      |                                                              | Income  | (252,934)              | (339,984)              | (680,000)           | (680,000)           |
|                                                      | <i>Community &amp; Social Development Section</i>            |         | 0                      | 1,002                  | 2,000               | 0                   |
|                                                      |                                                              | Expense | 0                      | 1,002                  | 2,000               | 0                   |
|                                                      | <i>Health &amp; Community Service Management Section</i>     |         | 120,079                | 169,543                | 319,336             | 231,333             |
|                                                      |                                                              | Expense | 145,992                | 249,523                | 479,336             | 266,333             |
|                                                      |                                                              | Income  | (25,914)               | (79,980)               | (160,000)           | (35,000)            |
|                                                      | <i>Public Health Section</i>                                 |         | 70,771                 | 71,594                 | 158,642             | 158,642             |
|                                                      |                                                              | Expense | 146,544                | 144,266                | 288,742             | 288,742             |
|                                                      |                                                              | Income  | (75,773)               | (72,672)               | (130,100)           | (130,100)           |
|                                                      | <i>Rural Access Section</i>                                  |         | (1,643)                | (15)                   | 0                   | 0                   |
|                                                      |                                                              | Expense | 32,610                 | 32,613                 | 65,259              | 65,259              |
|                                                      |                                                              | Income  | (34,253)               | (32,628)               | (65,259)            | (65,259)            |
|                                                      | <i>Transport Connections</i>                                 |         | (21,998)               | 6                      | 0                   | 0                   |
|                                                      |                                                              | Expense | 20,798                 | 29,784                 | 59,554              | 59,554              |
|                                                      |                                                              | Income  | (42,796)               | (29,778)               | (59,554)            | (59,554)            |



| Department                                    | Business Unit                                              | Service | December Actual<br>YTD | December Budget<br>YTD | Forecast Budget  | Original Budget  |
|-----------------------------------------------|------------------------------------------------------------|---------|------------------------|------------------------|------------------|------------------|
| <b>Information Services</b>                   |                                                            |         | <b>745,252</b>         | <b>717,305</b>         | <b>1,387,701</b> | <b>1,334,901</b> |
|                                               | <i>Information Communications &amp; Technology Section</i> |         | 14,983                 | 12,000                 | 12,000           | 12,000           |
|                                               |                                                            | Expense | 14,983                 | 12,000                 | 12,000           | 12,000           |
|                                               | <i>Information Management Section</i>                      |         | 136,599                | 142,027                | 282,794          | 282,794          |
|                                               |                                                            | Expense | 136,599                | 142,027                | 284,294          | 284,294          |
|                                               |                                                            | Income  | 0                      | 0                      | (1,500)          | (1,500)          |
|                                               | <i>Information Services Unit Section</i>                   |         | 593,670                | 563,278                | 1,092,907        | 1,040,107        |
|                                               |                                                            | Expense | 596,115                | 569,278                | 1,098,907        | 1,046,107        |
|                                               |                                                            | Income  | (2,445)                | (6,000)                | (6,000)          | (6,000)          |
| <b>Organisation Support &amp; Development</b> |                                                            |         | <b>698,019</b>         | <b>771,187</b>         | <b>1,230,799</b> | <b>1,254,774</b> |
|                                               | <i>Human Resources Section</i>                             |         | 154,305                | 215,523                | 429,180          | 429,180          |
|                                               |                                                            | Expense | 158,703                | 215,523                | 429,180          | 429,180          |
|                                               |                                                            | Income  | (4,398)                | 0                      | 0                | 0                |
|                                               | <i>Organisation Development Section</i>                    |         | 0                      | 25,000                 | 25,000           | 25,000           |
|                                               |                                                            | Expense | 0                      | 25,000                 | 25,000           | 25,000           |
|                                               | <i>Organisational Development Section</i>                  |         | 124,943                | 153,535                | 307,289          | 307,289          |
|                                               |                                                            | Expense | 124,943                | 153,535                | 307,289          | 307,289          |
|                                               | <i>Risk Management Section</i>                             |         | 418,772                | 377,129                | 469,330          | 493,305          |
|                                               |                                                            | Expense | 433,538                | 392,129                | 499,330          | 523,305          |
|                                               |                                                            | Income  | (14,767)               | (15,000)               | (30,000)         | (30,000)         |
| <b>Recreation Arts &amp; Culture</b>          |                                                            |         | <b>1,005,031</b>       | <b>981,084</b>         | <b>1,791,782</b> | <b>1,744,924</b> |
|                                               | <i>Bluewater Fitness Centre Section</i>                    |         | 205,414                | 242,476                | 502,932          | 502,932          |
|                                               |                                                            | Expense | 560,877                | 605,968                | 1,229,932        | 1,229,932        |
|                                               |                                                            | Income  | (355,463)              | (363,492)              | (727,000)        | (727,000)        |
|                                               | <i>COPACC Section</i>                                      |         | 317,720                | 165,712                | 331,603          | 350,603          |
|                                               |                                                            | Expense | 501,333                | 432,050                | 864,306          | 883,306          |
|                                               |                                                            | Income  | (183,614)              | (266,338)              | (532,703)        | (532,703)        |
|                                               | <i>Other Leisure &amp; Fitness Centres Section</i>         |         | 5,571                  | 50,000                 | 42,500           | 42,500           |
|                                               |                                                            | Expense | 7,255                  | 55,500                 | 55,500           | 55,500           |
|                                               |                                                            | Income  | (1,684)                | (5,500)                | (13,000)         | (13,000)         |
|                                               | <i>Recreation &amp; Events Section</i>                     |         | 319,511                | 342,143                | 553,048          | 587,831          |
|                                               |                                                            | Expense | 339,702                | 355,914                | 579,898          | 614,681          |
|                                               |                                                            | Income  | (20,191)               | (13,771)               | (26,850)         | (26,850)         |
|                                               | <i>Recreation, Arts &amp; Culture Management Section</i>   |         | 156,816                | 180,753                | 361,699          | 261,058          |
|                                               |                                                            | Expense | 156,816                | 182,253                | 364,699          | 261,058          |
|                                               |                                                            | Income  | 0                      | (1,500)                | (3,000)          | 0                |
| <b>Infrastructure &amp; Services</b>          |                                                            |         | <b>800,384</b>         | <b>1,782,002</b>       | <b>6,217,437</b> | <b>5,626,123</b> |
| <b>Capital Works Management</b>               |                                                            |         | <b>350,057</b>         | <b>544,085</b>         | <b>1,083,809</b> | <b>746,619</b>   |
|                                               | <i>Capital Works Management Section</i>                    |         | 333,487                | 481,607                | 958,809          | 746,619          |
|                                               |                                                            | Expense | 342,767                | 486,857                | 969,309          | 757,119          |
|                                               |                                                            | Income  | (9,280)                | (5,250)                | (10,500)         | (10,500)         |
|                                               | <i>Footpath K&amp;C Program Section</i>                    |         | 127                    | 0                      | 0                | 0                |
|                                               |                                                            | Expense | 127                    | 0                      | 0                | 0                |
|                                               | <i>Parks &amp; Reserves Program Section</i>                |         | 16,443                 | 62,478                 | 125,000          | 0                |
|                                               |                                                            | Expense | 16,443                 | 62,478                 | 125,000          | 0                |
| <b>COSWORKS</b>                               |                                                            |         | <b>1,915,228</b>       | <b>1,992,020</b>       | <b>3,961,552</b> | <b>3,961,552</b> |
|                                               | <i>COSWORKS Management Section</i>                         |         | 491,046                | 366,199                | 732,642          | 732,642          |
|                                               |                                                            | Expense | 491,108                | 366,199                | 732,642          | 732,642          |
|                                               |                                                            | Income  | (62)                   | 0                      | 0                | 0                |
|                                               | <i>Drainage Maintenance Section</i>                        |         | 149,264                | 286,312                | 463,072          | 463,072          |
|                                               |                                                            | Expense | 149,264                | 286,312                | 463,072          | 463,072          |
|                                               | <i>Livestock Selling Centre Operations Section</i>         |         | (82,349)               | (94,437)               | (182,370)        | (182,370)        |
|                                               |                                                            | Expense | 195,296                | 252,555                | 511,630          | 511,630          |
|                                               |                                                            | Income  | (277,645)              | (346,992)              | (694,000)        | (694,000)        |
|                                               | <i>Parks &amp; Reserves Maintenance Section</i>            |         | 462,009                | 466,461                | 934,511          | 934,511          |
|                                               |                                                            | Expense | 498,807                | 466,461                | 946,011          | 946,011          |
|                                               |                                                            | Income  | (36,798)               | 0                      | (11,500)         | (11,500)         |
|                                               | <i>Private Works Section</i>                               |         | (2,288)                | (2,728)                | (5,000)          | (5,000)          |
|                                               |                                                            | Expense | 10,233                 | 7,274                  | 15,000           | 15,000           |
|                                               |                                                            | Income  | (12,521)               | (10,002)               | (20,000)         | (20,000)         |
|                                               | <i>Road Maintenance Section</i>                            |         | 897,545                | 970,213                | 2,018,697        | 2,018,697        |
|                                               |                                                            | Expense | 897,545                | 970,213                | 2,018,697        | 2,018,697        |
| <b>Infrastructure Services Management</b>     |                                                            |         | <b>184,144</b>         | <b>137,001</b>         | <b>274,871</b>   | <b>274,871</b>   |
|                                               | <i>Infrastructure Services Management Section</i>          |         | 184,144                | 137,001                | 274,871          | 274,871          |
|                                               |                                                            | Expense | 184,144                | 137,001                | 274,871          | 274,871          |

| Department                                               | Business Unit                                                | Service | December Actual YTD | December Budget YTD | Forecast Budget    | Original Budget    |
|----------------------------------------------------------|--------------------------------------------------------------|---------|---------------------|---------------------|--------------------|--------------------|
| <b>Major Contracts</b>                                   |                                                              |         | <b>(1,442,749)</b>  | <b>(789,918)</b>    | <b>1,155,162</b>   | <b>826,388</b>     |
|                                                          | <i>Aerodrome Section</i>                                     |         | 7,645               | 9,468               | 18,950             | 18,950             |
|                                                          |                                                              | Expense | 7,699               | 10,770              | 21,550             | 21,550             |
|                                                          |                                                              | Income  | (54)                | (1,302)             | (2,600)            | (2,600)            |
|                                                          | <i>Contract Management Section</i>                           |         | <b>116,932</b>      | <b>108,394</b>      | <b>217,009</b>     | <b>217,009</b>     |
|                                                          |                                                              | Expense | 128,159             | 129,394             | 259,009            | 259,009            |
|                                                          |                                                              | Income  | (11,227)            | (21,000)            | (42,000)           | (42,000)           |
|                                                          | <i>Waste Management Section</i>                              |         | <b>(1,567,326)</b>  | <b>(907,780)</b>    | <b>919,203</b>     | <b>590,429</b>     |
|                                                          |                                                              | Expense | 1,107,666           | 1,790,296           | 3,791,939          | 3,463,165          |
|                                                          |                                                              | Income  | (2,674,993)         | (2,698,076)         | (2,872,736)        | (2,872,736)        |
| <b>Plant Operations</b>                                  |                                                              |         | <b>(619,809)</b>    | <b>(615,117)</b>    | <b>(1,297,175)</b> | <b>(1,319,175)</b> |
|                                                          | <i>Heavy Plant</i>                                           |         | <b>(458,509)</b>    | <b>(384,515)</b>    | <b>(835,155)</b>   | <b>(835,155)</b>   |
|                                                          |                                                              | Expense | (446,379)           | (357,515)           | (781,155)          | (781,155)          |
|                                                          |                                                              | Income  | (12,130)            | (27,000)            | (54,000)           | (54,000)           |
|                                                          | <i>Light Plant</i>                                           |         | <b>(161,301)</b>    | <b>(230,602)</b>    | <b>(462,020)</b>   | <b>(484,020)</b>   |
|                                                          |                                                              | Expense | (161,301)           | (230,602)           | (462,020)          | (484,020)          |
| <b>Sustainable Assets</b>                                |                                                              |         | <b>413,513</b>      | <b>513,931</b>      | <b>1,039,218</b>   | <b>1,135,868</b>   |
|                                                          | <i>Council Facilities Section</i>                            |         | <b>161,808</b>      | <b>210,802</b>      | <b>454,081</b>     | <b>470,081</b>     |
|                                                          |                                                              | Expense | 161,808             | 210,802             | 454,081            | 470,081            |
|                                                          | <i>Sustainable Assets Management Section</i>                 |         | <b>251,705</b>      | <b>303,129</b>      | <b>585,137</b>     | <b>665,787</b>     |
|                                                          |                                                              | Expense | 251,705             | 303,129             | 585,137            | 665,787            |
| <b>Sustainable Planning &amp; Development Services</b>   |                                                              |         | <b>1,562,350</b>    | <b>2,074,429</b>    | <b>4,158,039</b>   | <b>3,550,821</b>   |
| <b>Economic Development</b>                              |                                                              |         | <b>598,154</b>      | <b>615,543</b>      | <b>1,261,929</b>   | <b>962,933</b>     |
|                                                          | <i>Business Section</i>                                      |         | <b>297,742</b>      | <b>285,117</b>      | <b>600,643</b>     | <b>346,647</b>     |
|                                                          |                                                              | Expense | 312,392             | 296,613             | 677,143            | 403,147            |
|                                                          |                                                              | Income  | (14,650)            | (11,496)            | (76,500)           | (56,500)           |
|                                                          | <i>Tourism Section</i>                                       |         | <b>300,412</b>      | <b>330,426</b>      | <b>661,286</b>     | <b>616,286</b>     |
|                                                          |                                                              | Expense | 477,521             | 483,168             | 966,786            | 921,786            |
|                                                          |                                                              | Income  | (177,109)           | (152,742)           | (305,500)          | (305,500)          |
| <b>Environment &amp; Community Safety</b>                |                                                              |         | <b>483,103</b>      | <b>635,475</b>      | <b>1,123,355</b>   | <b>1,116,385</b>   |
|                                                          | <i>Emergency Management Section</i>                          |         | <b>100,475</b>      | <b>142,895</b>      | <b>283,341</b>     | <b>285,341</b>     |
|                                                          |                                                              | Expense | 170,185             | 209,923             | 455,025            | 347,025            |
|                                                          |                                                              | Income  | (69,711)            | (67,028)            | (171,684)          | (61,684)           |
|                                                          | <i>Environment Section</i>                                   |         | <b>185,469</b>      | <b>255,892</b>      | <b>517,147</b>     | <b>515,497</b>     |
|                                                          |                                                              | Expense | 225,122             | 255,892             | 517,147            | 515,497            |
|                                                          |                                                              | Income  | (39,653)            | 0                   | 0                  | 0                  |
|                                                          | <i>Local Laws Section</i>                                    |         | <b>197,160</b>      | <b>236,688</b>      | <b>322,867</b>     | <b>315,547</b>     |
|                                                          |                                                              | Expense | 317,562             | 311,534             | 608,567            | 601,247            |
|                                                          |                                                              | Income  | (120,402)           | (74,846)            | (285,700)          | (285,700)          |
| <b>Planning &amp; Building</b>                           |                                                              |         | <b>515,059</b>      | <b>689,228</b>      | <b>1,504,136</b>   | <b>1,202,884</b>   |
|                                                          | <i>Building Control Section</i>                              |         | <b>24,193</b>       | <b>73,298</b>       | <b>146,758</b>     | <b>146,758</b>     |
|                                                          |                                                              | Expense | 88,802              | 146,192             | 292,558            | 292,558            |
|                                                          |                                                              | Income  | (64,609)            | (72,894)            | (145,800)          | (145,800)          |
|                                                          | <i>Statutory Planning Section</i>                            |         | <b>328,887</b>      | <b>346,603</b>      | <b>688,955</b>     | <b>688,955</b>     |
|                                                          |                                                              | Expense | 433,604             | 442,255             | 885,255            | 885,255            |
|                                                          |                                                              | Income  | (104,717)           | (95,652)            | (196,300)          | (196,300)          |
|                                                          | <i>Strategic Planning Section</i>                            |         | <b>161,979</b>      | <b>269,327</b>      | <b>668,423</b>     | <b>367,171</b>     |
|                                                          |                                                              | Expense | 161,979             | 292,817             | 715,423            | 368,171            |
|                                                          |                                                              | Income  | 0                   | (23,490)            | (47,000)           | (1,000)            |
| <b>Sustainable Planning &amp; Development Management</b> |                                                              |         | <b>(33,966)</b>     | <b>134,183</b>      | <b>268,619</b>     | <b>268,619</b>     |
|                                                          | <i>Sustainable Planning &amp; Develop Management Section</i> |         | <b>(33,966)</b>     | <b>134,183</b>      | <b>268,619</b>     | <b>268,619</b>     |
|                                                          |                                                              | Expense | 158,034             | 134,183             | 268,619            | 268,619            |
|                                                          |                                                              | Income  | (192,000)           | 0                   | 0                  | 0                  |
| <b>Grand Total</b>                                       |                                                              |         | <b>(14,390,371)</b> | <b>(9,695,813)</b>  | <b>2,969,348</b>   | <b>1,613,928</b>   |



CONSENT CALENDAROFFICERS' REPORT

D = Discussion

W = Withdrawal

| ITEM                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | D | W |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|---|
| <p><b><u>INFRASTRUCTURE AND SERVICES</u></b></p> <p><b><u>OM122501-10 SPECIAL CHARGE SCHEME<br/>ABANDONMENT - MORLEY AVENUE,<br/>WYE RIVER</u></b></p> <p>Department: Infrastructure</p> <p><b><u>Recommendation(s)</u></b></p> <p><b><i>That Council:</i></b></p> <ol style="list-style-type: none"> <li><b><i>1. Abandons the proposed Special Charge Scheme for the construction of a private underground drainage line along the rear of properties 37, 41, 45 and 49 Morley Avenue, Wye River.</i></b></li> <li><b><i>2. Notifies affected property owners that the proposed Special Charge Scheme has been abandoned, and replaced by the Private Agreement.</i></b></li> <li><b><i>3. Continues with the scheduled works and payment requirements as set out in the signed and returned Private Agreements.</i></b></li> </ol> |   |   |
| <p><b><u>OM122501-11 FORREST CAR PARKING PETITION</u></b></p> <p>Department: Infrastructure</p> <p><b><u>Recommendation(s)</u></b></p> <p><b><i>That Council:</i></b></p> <ol style="list-style-type: none"> <li><b><i>1. Writes to the organisers of the petition informing them that Council supports the changes proposed by the petition and is working with VicRoads and the permit holder to finalise the detailed design.</i></b></li> <li><b><i>2. Seeks formal approval of the detailed design by Vic Roads, prior to commencing construction of the works.</i></b></li> </ol>                                                                                                                                                                                                                                               |   |   |



**Recommendation**

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

**MOVED** .....

**SECONDED** .....

**OM122501-10 SPECIAL CHARGE SCHEME ABANDONMENT - MORLEY AVENUE, WYE RIVER**

|             |                           |           |            |
|-------------|---------------------------|-----------|------------|
| AUTHOR:     | Paula Gardiner            | ENDORSED: | Neil Allen |
| DEPARTMENT: | Infrastructure & Services | FILE REF: | F11/2462   |

**Purpose**

The purpose of this report is to recommend the abandonment of the proposed Special Charge Scheme for the construction of a common drainage line along the rear of properties 37, 41, 45, and 49 Morley Avenue, Wye River.

**Declaration of Interests**

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

**Background**

At its Ordinary Meeting on the 28 September 2011, Council resolved to give notice of its intention to declare a Special Charge Scheme for the construction of a common drainage line along the rear of properties 37, 41, 45, and 49 Morley Avenue, Wye River. The proposed introduction of a Special Charge Scheme was in response to heavy rainfall during January 2011, which led to a land slip on the Great Ocean Road in the vicinity of 49 and 45 Morley Avenue, Wye River.

Council and VicRoads officers met to discuss possible rehabilitation works for the slip area, at which time VicRoads confirmed that they would assume responsibility for the rehabilitation of the site adjacent the Great Ocean Road and asked Council to address the property drainage outlets.

At a meeting on 8 April 2011, Council and VicRoads met with two resident representatives and discussed drainage improvement options. Given the issues identified by Council's geotechnical engineer, as well as other similar concerns raised by property owners regarding stormwater discharge management, Council identified drainage improvement options for the immediate area, including all of the properties from 35 to 49 Morley Avenue. This resulted in an investigation of drainage needs to determine the preferred and most cost effective solution that is available to enable the eight properties to discharge stormwater in a controlled fashion.

Property owners were advised in June 2011 that the drainage project will only proceed immediately on the basis that all benefiting property owners enter into a Private Agreement. If unanimous acceptance of the Private Agreement was not reached, and given the imperative nature of resolving this drainage issue, then Council would seek to implement the drainage works via a Special Charge Scheme. Council had received positive indications in relation to a Private Agreement, and prepared agreements for signing.

At the time that works were due to commence, all parties had not agreed to sign a Private Agreement. Based on legal advice, in the absence of all parties failing to sign an agreement, Council needed to commence a Special Charge Scheme prior to works commencing. If this occurred, then Council would be able to claim for costs incurred subject

to following due process under the *Local Government Act 1989* and retrospectively recoup costs associated with the works.

Following Council's resolution at the 28 September 2011 Ordinary Council Meeting, Public Notices were issued to all benefitting property owners and advertised in the local media. Submissions could be lodged via s223 of the *Local Government Act 1989*, with the submission period closing on Friday 4 November 2011. No submissions were received by the closing date.

Since the issuing of the Public Notice of Council's Intention to Declare a Special Charge Scheme, all remaining private agreements have been signed and returned to Council. As such, the requirement for the Special Charge Scheme is no longer valid.

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

#### **Physical Infrastructure and Assets**

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

### **Issues / Options**

As all Private Agreements have been signed and returned to Council, the most practical option is to abandon the proposed Special Charge Scheme and proceed under the requirements of the Private Agreement.

### **Proposal**

The proposal is to abandon the proposed Special Charge Scheme for the construction of a private underground drainage line along the rear of properties 37, 41, 45, and 49 Morley Avenue, Wye River.

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

Council requested the pipe size be increased to ensure the drainage pipe provides adequate capacity to address Climate Change and provide a greater level of protection, and as such considered it be beneficial to install a 375mm diameter pipe. As the increase in pipe size is in addition to the identified needs of the property owners receiving the special benefit, any difference in costs between the two pipe sizes will be funded by Council.

Council is still required to make a financial contribution to the project due to the underground pipe size being increased, which is estimated at \$3,125. This will be funded from existing budget allocations associated with drainage improvements.

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

There are no foreseen risks associated with the abandoning of the proposal, as the funding of the private drainage line will be provided for under the Private Agreements that have been signed and returned to Council.

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

It is considered the works will significantly reduce environmental issues and impacts by reducing the likelihood of landslip associated with uncontrolled stormwater discharge.

### **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 selected was inform and will include notifying benefitting property owners of the abandonment of the Special Charge Scheme.

**Implementation**

As all benefitting property owners have signed and returned the Private Agreement with Council, the necessary drainage improvement works will still be completed without the need to implement a Special Charge Scheme. Given this, it is recommended to abandon the proposed Special Charge Scheme and notify all affected property owners of this outcome.

**Conclusion**

With all Private Agreements signed and returned, the need for a Special Charge Scheme to recoup costs associated with the construction of a private underground drainage system is no longer warranted.

**Attachments**

Nil

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

- 1. Abandons the proposed Special Charge Scheme for the construction of a private underground drainage line along the rear of properties 37, 41, 45 and 49 Morley Avenue, Wye River.***
- 2. Notifies affected property owners that the proposed Special Charge Scheme has been abandoned, and replaced by the Private Agreement.***
- 3. Continues with the scheduled works and payment requirements as set out in the signed and returned Private Agreements.***

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OM122501-11 FORREST CAR PARKING PETITION

AUTHOR:	Ronan Corcoran	ENDORSED:	Neil Allen
DEPARTMENT:	Infrastructure & Services	FILE REF:	11/95447

Purpose

The purpose of this report is to respond to the petition received from the owners and operators of the Forrest General Store, regarding parking changes associated with the proposed car park at 26 Grant Street, Forrest (Microbrewery).

Declaration of Interests

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

Background

On 19 December 2011 Council received a petition in response to parking changes proposed to the existing car park on Grant Street servicing the Forrest Microbrewery Cafe, which was tabled at the 21 December 2011 Council meeting.

The petition was supported by 166 signatures. The development of the car park is required by planning condition 13 of PP177/08. The owners of Forrest Brewing Co. have made a \$10,000 contribution to the work which is subject to the condition that the work be fully completed by 30 September 2012.

Council Plan / Other Strategies / Policy**Physical Infrastructure and Assets**

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

Issues / Options

The existing car park has been identified as hazardous as it lacks any traffic regulation infrastructure. In addition to this, the Forrest Community has, through the Forrest Community Infrastructure Plan, identified a need for more traffic regulation and traffic calming infrastructure on Grant Street in general. Council has therefore developed a layout that meets these needs.

A further consideration is that Council requires Vic Roads' formal approval of the layout. A layout design very similar to the layout changes as proposed by the supporters of this petition has been previously presented to Vic Roads and has not met approval, due to sight line considerations.

Officers are currently engaged in detailed discussions with Vic Roads with the aim of achieving formal acceptance of the proposed layout including the changes proposed by the petition by making some design changes.

Vic Roads have now agreed to the design changes and are awaiting the final design from Council before giving formal approval.

Proposal

It is proposed that Council write to the organisers of the petition explaining that the changes proposed to the layout by the petition are supported by Council and that Council is currently seeking to have them formally accepted by Vic Roads.

Financial and Other Resource Implications

There are no additional costs associated with the alterations proposed by the petition. Overall for construction of the car park, Council has committed \$50,000 within this year's current budget as a total project cost based on a \$40,000 Council contribution and the \$10,000 planning permit contribution.

Risk Management & Compliance Issues

A risk associated with this proposal is that the timeline of the project is being pushed out. Development of the layout should have been completed by December 2011, however, detailed designs cannot be organised until the layout is finalised. Work should now be completed by the end of March 2012 weather conditions permitting.

Detailed designs should be commissioned no later than 1 February 2012.

Environmental and Climate Change Considerations

This proposal has no environmental or climate change considerations associated with it.

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 selected would be inform and consult: The community will be informed by way of a community letter. The organisers of the petition will be directly contacted through correspondence.

Officers will write a response to the organisers of the petition and the permit holder advising of the final approved design proposal, once advice has been received from Vicroads.

Implementation

It is proposed once formal approval has been received from VicRoads on the design, and the community advised, Council will implement the works.

Conclusion

Council writes to the organiser of the petition advising them that Council is working with VicRoads to seek formal approval of the design in line with the intent of the submission and that once formal approval has been received, Council will start the process to construct the works.

Attachments

1. Currently proposed layout under consideration by Vic Roads 1 Page

Recommendation(s)

That Council:

- 1. Writes to the organisers of the petition informing them that Council supports the changes proposed by the petition and is working with VicRoads and the permit holder to finalise the detailed design.***

- 2. Seeks formal approval of the detailed design by Vic Roads, prior to commencing construction of the works.***

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

D = Discussion

W = Withdrawal

| ITEM                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | D | W |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|---|
| <p><b><u>SUSTAINABLE PLANNING AND DEVELOPMENT</u></b></p> <p><b><u>OM122501-12 FORREST TO BIRREGURRA TIGER RAIL TRAIL</u></b></p> <p>Department: Sustainable Planning and Development</p> <p><b><u>Recommendation(s)</u></b></p> <p><b><i>That Council:</i></b></p> <ol style="list-style-type: none"> <li><b><i>1. Notes the petition for the support of the Tiger Rail Trail and agrees to take it into consideration within the context of budget deliberations for the 2012/13 Council Budget.</i></b></li> <li><b><i>2. Writes to the Birregurra Community Group advising them of Council's intention to consider their request in the 2012/2013 Council budget process.</i></b></li> </ol> |   |   |
| <p><b><u>OM122501-13 PLANNING POLICY RELATING TO GAMING PREMISES</u></b></p> <p>Department: Sustainable Planning and Development</p> <p><b><u>Recommendation(s)</u></b></p> <p><b><i>That Council:</i></b></p> <ol style="list-style-type: none"> <li><b><i>1. Considers it necessary to develop a local planning policy relating to gaming machines in the municipality.</i></b></li> <li><b><i>2. Considers the allocation of funding to prepare a Gaming Machines Policy during future budget processes.</i></b></li> </ol>                                                                                                                                                                   |   |   |

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|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|
| <p><b><u>OM122501-14 COLAC OTWAY SHIRE COUNCIL ENVIRONMENTAL SUSTAINABILITY POLICY</u></b></p> <p>Department: Sustainable Planning and Development</p> <p><b><u>Recommendation(s)</u></b></p> <p><b><i>That Council:</i></b></p> <ol style="list-style-type: none"> <li><b><i>1. Endorses the release of the Colac Otway Shire Environmental Sustainability Policy for public comment for a period of six weeks.</i></b></li> <li><b><i>2. Notes that any public comment received will be analysed and incorporated where suitable to enable the policy to be submitted to Council for adoption.</i></b></li> </ol> |  |  |
| <p><b><u>OM122501-15 MUNICIPAL RELIEF AND RECOVERY PLAN</u></b></p> <p>Department: Sustainable Planning and Development</p> <p><b><u>Recommendation(s)</u></b></p> <p><b><i>That Council:</i></b></p> <ol style="list-style-type: none"> <li><b><i>1. Endorses the draft “Municipal Relief and Recovery Plan” for release for public comment for a period of six weeks.</i></b></li> <li><b><i>2. Notes that any public comment received will be analysed and incorporated where suitable to enable the plan to be submitted to Council for adoption.</i></b></li> </ol>                                            |  |  |
| <p><b><u>OM122501-16 MUNICIPAL EMERGENCY MANAGEMENT PLAN</u></b></p> <p>Department: Sustainable Planning and Development</p> <p><b><u>Recommendation(s)</u></b></p> <p><b><i>That Council:</i></b></p> <ol style="list-style-type: none"> <li><b><i>1. Endorses the draft “Municipal Emergency Management Plan” for release for public comment for a period of six weeks.</i></b></li> <li><b><i>2. Notes that all private and confidential contact information will be removed from the Plan that is available to the public for comment.</i></b></li> </ol>                                                       |  |  |

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|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|
| <p>3. <b>Notes that any public comment received will be analysed and incorporated where suitable to enable the plan to be submitted to Council for adoption.</b></p> |  |  |
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**Recommendation**

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

**MOVED** .....

**SECONDED** .....





OM122501-12

**FORREST TO BIRREGURRA TIGER RAIL TRAIL**

|             |                                    |           |            |
|-------------|------------------------------------|-----------|------------|
| AUTHOR:     | Michael Cosgriff                   | ENDORSED: | Jack Green |
| DEPARTMENT: | Sustainable Planning & Development | FILE REF: | F11/2106   |

**Purpose**

The purpose of this report is to provide Council with background on the Birregurra Community Group petition, in relation to the extension of the Tiger Rail Trail, tabled at the October 2011 Council meeting.

**Declaration of Interests**

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

**Background**

The Tiger Rail Trail is a 6km shared pathway north from Forrest connecting the township of Forrest and the Forrest Mountain Bike Trails with the Forrest Recreation Reserve at Yaughner. It follows the route of the Cape Otway Forrest Railway opened in 1891 with stations along the journey at Forrest, Yaughner, Gerangamete, Barwon Downs, Murroon, Deans Marsh, Whoorel, and Birregurra. The trail's "Tiger" name comes from the days when trains stopped running between the towns and a converted Dodge sedan, painted black and yellow, ferried passengers instead.

The Tiger Rail Trail project cost \$188,000 and was funded by State and Federal Government grants and completed with over 530 hours of local in kind community contribution. A counter on the bridge between Forrest and Yaughner has recorded 44,006 crossings since 24 November 2011.

A petition was presented to Council on 16 October 2011 and tabled at the 26 October 2011 meeting of Council. The petition with 300 signatures (78 were from non residents of the Shire) states:

*"We the undersigned petition the Colac Otway Shire in support of the completion of the Birregurra to Forrest Tiger rail Trail. The completion of the trail would provide linkage for communities, significant proven economic benefits and would assist in the building of a healthy and socially cohesive community."*

The letter attached to the petition from the Birregurra Community Group states that there has "widespread support for the proposal":

*"There has been widespread support for the proposal from the business community, residents and visitors to the region. Apart from the obvious recreational benefits there is widespread recognition of the potential for tourism and stimulus to the economy of the region."*

**Council Plan / Other Strategies / Policy****Physical Infrastructure and Assets**

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

Council Plan 5.4.1 *“Promote and encourage the development of infrastructure to support nature based tourism development of the Great Otway National Park/Otway Forest Park and Great Ocean Walk”.*

### **Issues / Options**

The extension of the Rail Trail from its current termination point to Birregurra is estimated at approximately 42kms. It follows a hilly terrain and across many tracts of private land. There has been no assessment made of the cost of completing a 2.0m wide 75mm thick limestone shared trail including bridges, landscaping and signage works however it would be reasonable to expect a cost in excess of \$1.4m. The project could be staged.

A Budget Brief has been submitted by the Economic Development Unit of Council to seek funding for a feasibility study into the completion of the Tiger Rail Trail to Birregurra.

### **Proposal**

That Council note the petition for the support of the Tiger Rail Trail and agree to take it into consideration within the context of budget deliberations for the 2012/13 Council Budget.

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

The estimated project cost of the proposed feasibility study is \$100,000 with potential for a 50% funding grant from the State Government. If funded and found feasible there would be an expectation that Council's resources be directed towards completion of the project. As stages of the project are completed there would also be an expectation of an ongoing maintenance budget.

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

There are no risk and compliance issues related to this proposal. If funded through the Budget process the feasibility study would identify any risks within the delivery of the project.

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

There are no environmental and climate change considerations related to this proposal. If funded through the Budget process the feasibility study would identify any environmental issues within the delivery of the project.

### **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 selected would be Inform and include a letter to the Birregurra Community Group and a media Release. If funded through the Budget process a community engagement plan would be developed for the study.

### **Implementation**

If the proposal above is supported, Council should note the petition for the support of the Tiger Rail Trail and agree to take it into consideration budget budget deliberations for the 2012/13 Council Budget. A letter will be sent to the Birregurra Community Group to advise them of the outcome of the petition.

### **Conclusion**

The Forrest section of the Forrest to Birregurra Tiger Trail is a successful piece of the integrated trails infrastructure around the township of Forrest. It is popular with local people and tourists because it links the township to the recreation reserve, follows a gentle terrain and is accessible for walkers as well as riders.

The current completed shared trail extends 6km ending just beyond Yaughar Road. Council Officers have been in discussion with members of many surrounding communities and believe there is support for extending the trail through to Birregurra. However there are design and access issues that will take considerable funding and time to overcome.

The Economic Development Unit of Council has proposed a feasibility study and submitted this in a Budget Brief to the 2012/13 Council Budget. The Birregurra Community Group has submitted a petition in support of this Budget Brief.

It is proposed that Council note the petition for the support of the Tiger Rail Trail and agree to take it into consideration within the context of budget deliberations for the 2012/13 Council Budget.

**Attachments**

Nil

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

- 1. Notes the petition for the support of the Tiger Rail Trail and agrees to take it into consideration within the context of budget deliberations for the 2012/13 Council Budget.***
- 2. Writes to the Birregurra Community Group advising them of Council's intention to consider their request in the 2012/2013 Council budget process.***

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OM122501-13

PLANNING POLICY RELATING TO GAMING PREMISES

AUTHOR:	Doug McNeill	ENDORSED:	Jack Green
DEPARTMENT:	Sustainable Planning & Development	FILE REF:	F12/201

Purpose

The purpose of this report is for Council to consider the development of a local planning policy on gaming machines.

Declaration of Interests

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

Background

At present, a planning permit is required under Clause 52.28 for the installation or use of a gaming machine. In addition, separate approval is required from the regulator for gaming machines, the Victorian Commission for Gaming Regulation (VCGR). Under the State legislation there are caps on the maximum number of machines which can be established in each municipality. At present it is understood that the cap applying to Colac Otway Shire is 163, and there are presently 110 machines in operation in different premises across the Shire.

There are no local planning policies that Council can draw upon from the Colac Otway Planning Scheme to assist it in making decisions on planning applications, although it is noted the Planning Scheme prohibits the installation or use of a gaming machine in all strip shopping centres in the Shire. This does not apply to a gaming machine in an approved venue under the *Gambling Regulation Act 2003* where the maximum number of gaming machines for the approved venue on 18 October 2006 is not exceeded. A strip shopping centre is defined as being an area that meets all of the following requirements:

- it is zoned for business use
- it consists of at least two separate buildings on at least two separate and adjoining lots
- it is an area in which a significant proportion of the buildings are shops
- it is an area in which a significant proportion of the lots abut a road accessible to the public generally.

This provision generally prevents an application being made for gaming machines in much of the business areas of the Shire e.g. central Colac or Apollo Bay. The greatest likelihood of new gaming premises (where there is currently no machines) would be clubs that exist outside of the shopping centres in Colac and Apollo Bay, such as golf clubs and the like.

It could be argued however that in parts of the Colac and Apollo Bay shopping centres where the dominant use is not a shop (e.g. office or light industry), an application could be made. It could also be argued that premises such as the Austral or Union Hotels that already lawfully have gaming machines could apply under existing use provisions to increase the number of machines.

**Council Plan / Other Strategies / Policy
Community Health and Wellbeing**

Council will promote community health and wellbeing in partnership with other health services. Through a partnership approach, Council will provide a broad range of customer focused health, recreational, cultural and community amenities, services and facilities.

Land Use and Development

Council will engage, plan and make decisions about land use and development that takes into account the regulatory role of Council, its diverse geography, social, community, economic and environmental impacts for current and future generations.

There is currently no local planning policy related to gaming, nor is the project listed specifically as an action in the Council Plan.

Issues / Options

Several Councils have in recent years sought to develop local planning policies that provide a local framework to guide decisions on planning permit applications for gaming machines. Surf Coast Shire late in 2011 adopted a local policy for incorporation into its Planning Scheme – a copy is attached as a guide to what a local policy might contain. The City of Greater Geelong is also currently in the process of formulating a policy. The Surf Coast Shire policy includes parameters for supporting/not supporting permit applications, as well as information requirements to accompany an application.

There is currently no budget allocation for this type of project, nor is the need to develop a policy highlighted in the current Council Plan, although the lack of one was noted in the 2010 Planning Scheme Review.

The benefit to Council of having a local policy is that the significant social disadvantage within parts of Colac and surrounding areas could be recognised and guidelines put in place to minimise the chances of a new gaming proposal having an adverse impact on Colac residents. Whilst there is already a range of strategic documents that acknowledge the issues of social disadvantage in Colac and some of the small towns around Colac, the benefit of a policy on gaming in particular would be that firm direction could be provided to Council and other authorities on how to respond to that issue.

A policy would provide concise guidance and direction for future developers contemplating gaming machines in their proposal.

Council therefore has the following options:

1. Proceed with the immediate procurement of a suitably qualified consultant to develop a local policy on gaming through use of unused funds in the 2011/12 Strategic Planning budget.
2. Defer consideration of the project to the 2012/13 budget process.
3. Not proceed with development of a planning policy on gaming.

Proposal

It is proposed that Council consider initiating a process to develop a planning policy for the consideration of gaming premises in the Shire.

Financial and Other Resource Implications

There is currently no budget allocation for this project. It is likely that a planning policy on gaming could be developed for approximately \$40,000. These funds would need to be

allocated through the budget process. An amendment would then be required to incorporate the amendment into the Planning Scheme which would incur additional costs.

Risk Management & Compliance Issues

The risk of not developing a local policy on gaming is that there is no local decision making framework to draw upon should a gaming proposal come before Council for consideration. There would be a higher likelihood of Council obtaining support from VCAT or the gaming regulator for any position it might take on a proposal if it is supported by a policy.

Environmental and Climate Change Considerations

There are no environmental or climate change considerations relevant to this proposal.

Community Engagement

Should Council fund the development of a gaming policy, the community engagement strategy would 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 selected would be consult and include direct discussions with existing local gaming premises operators as well as community groups and relevant agencies/government departments.

Implementation

If Council resolved to proceed with the immediate development of a gaming policy, a project brief would be developed for consideration through the 2012/13 budget process.

Conclusion

There would be benefit to Council and the broader community in developing a gaming policy for inclusion in the Planning Scheme. This report recommends that Council develop a Gaming Policy.

Attachments

Nil

Recommendation(s)

That Council:

- 1. Considers it necessary to develop a local planning policy relating to gaming machines in the municipality.***
- 2. Considers the allocation of funding to prepare a Gaming Machines Policy during future budget processes.***

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OM122501-14

**COLAC OTWAY SHIRE COUNCIL ENVIRONMENTAL  
SUSTAINABILITY POLICY**

|             |                                       |           |            |
|-------------|---------------------------------------|-----------|------------|
| AUTHOR:     | Dora Novak                            | ENDORSED: | Jack Green |
| DEPARTMENT: | Sustainable Planning<br>& Development | FILE REF: | 11/96162   |

**Purpose**

The purpose of this report is to seek Council approval for the Colac Otway Shire Council Environmental Sustainability Policy to be released for public comment.

**Declaration of Interests**

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

**Background**

Positive economic and social environments are dependent upon the health of the natural world and the ecosystem services which it provides such as clean air, clean fresh water, soil and biomass. Evidence points to humanity consuming more resources and destroying ecosystems faster than the natural world can replace lost resources and repair damage to itself illustrated by climate change and peak oil problems. This is an escalating trend at both a local and global scale.

Council has important roles to play in demonstrating leadership and facilitating the wider uptake of environmental sustainability practices. Sustainability is a challenge to our normal ways of thinking and doing things. We need to look for positive alternatives to unsustainable paths. Sustainability is a comprehensive way of looking at things – not just an add-on to our usual list of considerations, tasks or operations.

To move in a sustainable direction, our decisions and actions have to recognise that our wellbeing and the wellbeing of natural systems are connected and depend on each other. We have to appreciate that there are absolute physical limits in our world (i.e. natural resources, land, water and electricity) but that we have an endless opportunity for innovation to work within these limits.

Sustainability is a set of principles and a process, rather than an end point to be achieved. The process we use to make decisions, and the ways we consult in that process, are important, as well as the decisions themselves.

The attached Environmental Sustainability Policy forms a documented organisational commitment to addressing sustainability in all council operations and services. It is a 'Statement of Intent' that can be used to communicate to staff and the community a commitment to continually improving environmental sustainability over time.

The COS Environmental Sustainability Policy reflects Council's high-level commitment to sustainability and refreshes and consolidates our corporate approach. It will further strengthen the understanding of sustainability within Council and will help us to focus on undertaking further actions to enhance environmental outcomes. Understanding the issues and using this policy to inform decision making will assist in achieving a long lasting and

integrated corporate approach to improved environmental responsibility. Outstanding leadership, innovation and commitment are keys to a sustainable future.

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

#### **Environmental Management**

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

The development of the Environmental Sustainability Policy aligns with requirements outlined in the following documents:

1. Colac Otway Shire Council Plan 2009-2013;
2. Colac Otway Shire Environment Strategy 2010-2018;
3. Colac Otway Shire Environment Action Plan 2010-2012; and
4. Colac Otway Shire Council - Annual Business Plan – Environment and Community Safety 2010/2011.

#### **Issues / Options**

The purpose of the Environmental Sustainability Policy is:

- To provide clear direction for Council to incorporate environmental sustainability into all elements of its business;
- To support improvement measures and targets identified in Council's Environment Strategy and Environment Action Plan;
- To protect and enhance the natural environment, to conserve natural resources, protect biodiversity, to be waste wise, to reduce our greenhouse footprint, to travel smarter and to conserve our water resources and coastal areas; and
- To raise awareness of environmental sustainability and increase community participation.

In order to enable an effective and realistic response, four target areas have been identified to make sustainability easier to promote, interpret and implement. These areas are where we will place our initial focus: Council Managed Land; Planning & Regulations; Physical Works & General Services; and Education & Awareness Raising.

Specifically council will focus on:

- Resource efficiency, saving energy & water and reducing waste
- Sustainable land use planning, transport & mobility and other human impacts on the environment
- Biodiversity conservation, protecting and enhancing biodiversity, natural areas, coasts and waterways
- Adapting to climate change and becoming a more resilient Shire.

There are three options for Council to consider in relation to the policy:

1. Refuse to endorse the policy
2. Send the policy back to the Sustainability Working Group for further substantial work to be undertaken
3. Endorse the policy as a formal Council Policy.

#### **Proposal**

It is proposed that Council approve the release of the Colac Otway Shire Environmental Sustainability Policy for public comment for a six week period.



**Financial and Other Resource Implications**

The majority of the proposed policy's principles can be addressed within current funding and resource constraints. The Environmental Sustainability Policy provides a policy basis for seeking extra sustainability related grant funding that would add value to budgeted activities.

**Risk Management & Compliance Issues**

There are no concerns associated with the proposal in this report. Conversely the adoption and adherence to the policy will help to minimize risks associated with Council breaching relevant environmental legislation.

**Environmental and Climate Change Considerations**

There are no environmental concerns related to this policy and outcomes of the policy will only enhance and improve Council's environmental performance. Electronic copies of the proposed policy will be circulated to staff unless hard copies are specifically requested in order to minimise the amount of paper used for the policy. Recycled paper will be used for all hard copies of the policy that are printed/published.

**Community Engagement**

The community engagement strategy follows 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 community engagement method selected was to collaborate with the Colac Otway Shire Sustainability Working Group in the development of the policy and then inform and consult the general public. If this proposal is supported a media release will be issued seeking written comment on the policy. Hard copies of the policy will be made available to the general public via Council's customer service counters at Colac and Apollo Bay. A copy of the policy will also be placed on Council's website for viewing by the general public.

**Implementation**

If the proposal is endorsed by Council the policy will be released for public comment for a period of six weeks. Once the public comment period has ended the members of the Sustainability Working Group will review the public comment and decide on whether changes should be made to the policy. Feedback will be provided to people who make submissions to explain what changes resulted from their comments. A further report will then be provided to Council providing an assessment of the community input received and identifying any changes that may have been made to the document and seeking Council's formal adoption of the policy.

**Conclusion**

The COS Environmental Sustainability Policy formally adopts a way of thinking and a process that will help us work towards implementing the Colac Otway Shire Environment Strategy. By developing an Environmental Sustainability Policy, Council hopes to build on its existing sustainability achievements and strengthen its commitment to demonstrating and encouraging environmentally sustainable practices, processes and products and services.

The attached Environmental Sustainability Policy forms a documented organisational commitment to addressing sustainability in all council operations and services. It is a 'Statement of Intent' that can be used to communicate to staff and the community Council's commitment to continually improving environmental sustainability over time.

If the proposal is supported the policy will be released for public comment. Any public comment received will be analysed and incorporated where suitable to enable the plan to be submitted to Council for adoption.

**Attachments**

1. Colac Otway Shire Council Environmental Sustainability Policy 5 Pages

**Recommendation(s)**

***That Council:***

3. ***Eendorses the release of the Colac Otway Shire Environmental Sustainability Policy for public comment for a period of six weeks.***
4. ***Notes that any public comment received will be analysed and incorporated where suitable to enable the policy to be submitted to Council for adoption.***

~~~~~



Colac Otway Shire Council Environmental Sustainability Policy

Policy No: 20.1

Date Adopted:

File No: 11/96162

Revised:

1. INTRODUCTION

This Council **Sustainability Policy** formally adopts a way of thinking and a process that will help us work towards implementing the Colac Otway Shire Environment Strategy. The

Environment Strategy states that Council aims to be a leader and champion of sustainability.

In February 2010, the Council adopted the Environment Strategy designed to promote environmental sustainability and best practice across all areas of Councils operations, advocacy with regional stakeholders and the broader community. An Environmental Action Plan was completed in September 2010 to detail and monitor our progress against targets.

This Policy renews a high-level commitment to environmental sustainability and refreshes and consolidates our corporate approach. It will establish a common understanding of sustainability within Council and will help us to focus on actions leading to enhanced environmental outcomes. Understanding the issues and using this to inform decision making will assist in achieving a long lasting and integrated corporate approach to improved environmental responsibility.

2. RELATIONSHIP WITH CORPORATE PLAN

The Colac Otway Shire Council Plan 2009-13 states that “*Council will protect and enhance the environment entrusted to us, demonstrate efficient use of natural resources and minimise climate change impacts*”.

The development of the Environmental Sustainability Policy aligns with requirements outlined in the following documents:

1. Colac Otway Shire Council Plan 2009-2013;
2. Colac Otway Shire Environment Strategy 2010-2018;
3. Colac Otway Shire Environment Action Plan 2010-2012; and
4. Colac Otway Shire Council - Annual Business Plan – Environment and Community Safety 2010/2011.

3. OBJECTIVES

The objectives of the Environmental Sustainability Policy are:

- To demonstrate Council’s commitment to establishing, promoting and maintaining a culture of sustainability and environmental responsibility by councillors and staff;
- To provide clear direction for Council to incorporate environmental sustainability into all elements of its business;
- To support improvement measures and targets identified in Council’s Environment Strategy and Environment Action Plan;
- To protect and enhance the natural environment, to conserve natural resources, protect biodiversity, to be waste wise, to reduce our greenhouse footprint, to travel smarter and to conserve our water resources and coastal areas; and
- To raise awareness of environmental sustainability and increase community participation.

4. FOCUS AREAS

To enable an effective and realistic response we have identified four target areas to make sustainability easier to promote, interpret and implement. These areas are where we will

place our initial focus: Council Managed Land, Planning & Regulations, Physical Works & General Services, Education & Awareness Raising.

Specifically we will look at

- Resource efficiency, saving energy & water and reducing waste.
- Sustainable land use planning, transport & mobility and other human impacts on the environment.
- Biodiversity conservation, protecting and enhancing biodiversity, natural areas, coasts and waterways.
- Adapting to climate change and becoming a more resilient municipality.
- Environmental/green procurement with waste avoidance and reduction in environmental impacts.

5. OUTCOMES

The major outcomes of the Policy are:

- Sustainability embedded in the organisation's work.
- All employees gained clear and shared understanding about what sustainability means and how they can apply it to their daily tasks.
- Management support, cross-program integration, corporate systems and new 'tools' developed to assist staff in their decision making.
- Continuous learning about sustainability and application of the best available sustainable technologies.
- Practical and realistic performance indicators established to measure and report on Council's progress with sustainability and meeting targets set in the Environment Strategy.

6. COUNCIL POLICY STATEMENT

The overarching Council Policy statement is:

"Colac Otway Shire Council commits to applying the principles of sustainability to all of our decision-making, our services and activities.

Sustainability principles will influence our decisions to maintain and enhance our quality of life now and in the future. It requires an integrated consideration of economic, environmental and community factors."

7. CORPORATE POLICY STATEMENT

The Corporate Policy statement is:

"Colac Otway Shire commits to undertake its business in an environmentally sustainable manner.

Colac Otway Shire Executive Team is committed to working towards environmental sustainability.

Colac Otway Shire commitment to environmental sustainability will be specifically supported in all Council plans, strategies and services.

Colac Otway Shire strives to exceed the requirements of environmental laws and regulations.

Colac Otway Shire will lead by example and become an inspiration to the Colac Otway community and the region.”

8. POLICY IMPLEMENTATION

It is ultimately the responsibility of the Chief Executive Officer and the Executive Management Team to develop a culture and values that enhance decision making processes to ensure sustainability is embedded in the work environment.

The Chief Executive Officer, together with the GM Sustainable Planning & Development is responsible for reviewing and updating the policy; Promoting the policy among staff to ensure it is implemented throughout Council and Ensuring that new staff are informed of the policy during induction.

It is the responsibility of all Councillors, staff, contractors and volunteers to understand the concept and principles of sustainability outlined in this policy and to apply these principles in all planning, decision-making, activities and reporting.

This policy will be incorporated into key decision making processes of Council and the planning and reporting process with Managers, Co-ordinators and Team Leaders being responsible for educating their staff on the policy.

The Sustainability Working Group and Environment Unit is responsible for monitoring, reporting and coordinating implementation of this policy. The Sustainability fund can be used to support this coordination.

Council will develop tools to assist staff, contractors, volunteers and Councillors in their sustainable decision-making and competence in the application of sustainability principles. An ‘Operational Procedures’ document will be developed to provide a transparent and universal approach to implementing the policy and thereby addressing environmental sustainability considerations in all council projects, operations and services.

All Council staff are required to consider environment, economic and social outcomes and impacts in their work. Non-compliance of this policy will affect the quality of life for current and future generations of the Municipality.

9. DEFINITIONS

Biodiversity The variety of all life forms: the different plants, animals and micro-organisms, the genes they contain and the ecosystems they form. It is a concept that emphasises the inter-relatedness of the biological world. It is often considered at three levels: genetic diversity, species diversity and ecosystem diversity.

Community engagement The involvement of people, businesses and stakeholders in decision making. There is a spectrum of ways in which we can involve people - from informing and consulting them, to collaborating and partnering with them.

Integration In this context, integration means bringing together multiple, sometimes conflicting, objectives and considerations – as well as time (short and long-term) and space (local, regional, global). It requires an understanding of how different objectives and systems are linked and affect each other.

Natural resources All the resources that are produced by the Earth's natural processes including mineral deposits, fossil fuels, soil, air, water, plants and animals and are used by people for agriculture, industry and other purposes.

Quality of life The level of enjoyment and fulfilment derived by humans from the life they live within their local economic, cultural, social and environmental conditions.

Principles To determine if a decision or action is likely to make a positive contribution to sustainability, we need a basic understanding of the key considerations or criteria of sustainability. They provide a set of core issues for consideration and broad objectives to be pursued as part of our decisions.

OM122501-15

MUNICIPAL RELIEF AND RECOVERY PLAN

AUTHOR:	Stewart Anderson	ENDORSED:	Jack Green
DEPARTMENT:	Sustainable Planning & Development	FILE REF:	F11/3976

Purpose

The purpose of this report is to seek Council approval for the Draft Municipal Relief and Recovery Plan to be released for public comment.

Declaration of Interests

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

Background

The Draft Municipal Relief and Recovery Plan (MRRP) was developed over the past twelve months in consultation with various government agencies and other key stakeholders. The MRRP was built on a large amount of relief and recovery planning work that has been undertaken by Council in the past. Cube Management Solutions, a consultancy firm who has developed relief and recovery plans for several of the Councils impacted by the Black Saturday fires were engaged by Council to review our existing documents, align them with new legislative requirements, incorporate best practice management practices from other council's plans and to engage key stakeholder groups.

Once Cube Management Solutions completed their work on the MRRP it was submitted to the Municipal Emergency Management Planning Committee (MEMPC) for comment. The MEMPC ultimately endorsed for the MRRP to be sent to Council for approval at a meeting held on 17 November 2011.

Relief and Recovery is a continuum of activity that starts as soon as the response to an emergency begins. Relief measures are usually provided within the first 24-48 hours and include things such as provision of food and water, shelter, first aid, personal support counseling, sanitation, information provision and registration for further services. Recovery is longer term and in some cases it can take many years. Recovery is defined as the coordinated process of supporting emergency affected communities in the restoration of their emotional, economic, and physical well-being plus the reconstruction of the physical infrastructure and the rehabilitation of the natural environment.

The MRRP aims to provide the basis for the provision of effective relief and recovery services. To do this the MRRP addresses four major areas:

- Roles and Responsibilities
- Planning and Preparedness
- Activation processes
- Support arrangements.

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.

The development of the MRRP is consistent with priorities set out in the Council Plan including the Council Plan Strategy: "Meet our statutory obligations for community safety and emergency situations". By developing and ultimately endorsing the MRRP Council will also 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 MRRP has been developed as a sub-plan of the Municipal Emergency Management Plan pursuant with requirements of the *Emergency Management Act 1986*. The completion of the MRRP also helps Council meet requirements associated with the recommendations of the 2009 Bushfire Royal Commission.

In addition to the four major sections of the document outlined above the MRRP also includes a number of Appendices.

Appendix A is a matrix that shows which agencies have the primary and secondary responsibility for various activities related to relief and recovery. The matrix shows that Council has involvement in almost all of the activities and as such carrying out relief and recovery activities has significant resource implications for Council. The Department of Human Services and the Australian Red Cross are also involved in many of the activities associated with relief and recovery

The locations of Relief Centres are identified in Appendix B and the standard operating procedures for managing Relief Centres are shown in Appendix C. Relief Centres are activated in the event of an emergency to enable temporary relocation of people to a safe area and provision of essential services to enable people to return to normal life as soon as possible. For large and medium size emergencies the Blue Water Fitness Centre and the Apollo Bay P12 College are the two sites for Relief Centres. As a result detailed site plans are included for these two locations within Appendix C. Appendix D is the operational guidelines for the Municipal Recovery Manager to use to guide key decisions on when to activate Relief Centres and when to establish Community Recovery Committees.

Relief Centres may become Recovery Centres if they are required for longer periods but in larger emergency events it is usually found that large sites required for initial relief services are not required for ongoing recovery services and that it is better to have a site located closer to the affected town or area. As a result Recovery Centres are not specifically identified in the plan. The most suitable site for the Recovery Centre will be identified by a Community Recovery Committee after the emergency event occurs.

There are only two options open to Council because Council needs to develop a MRRP in order to deliver effectively on the requirements of the *Emergency Management Act 1986*.

The two options are:

1. Send the MRRP back to the MEMPC in order for further substantial work to be undertaken before it is re-submitted to Council for further consideration; and
2. Approve the release of the MRRP to obtain formal public comment.

Proposal

It is proposed that Council approve the MRRP to be released for public comment.

Financial and Other Resource Implications

There are no major financial or resource implications associated with the proposal in this report but it is worth noting that if a major emergency occurs then there will be very significant implications for Council in relation to implementing the plans. Although some of

these costs can be recouped from the State Government, there are unresolved issues associated with managing costs associated with the development and maintenance of new community infrastructure in hard hit areas and Councils ability to provide normal services to areas less affected. Further planning is required to understand and manage these issues.

Risk Management & Compliance Issues

The Colac Otway region has a beautiful natural environment that attracts many people to the area. The same natural environment that attracts people also has a very high propensity for natural disasters such as fires and floods. Council has statutory responsibilities that it must carry out in the event of a major emergency and many of them relate to the coordination and provision of services that give people short term relief and then help them recover in the long term. Although it is impossible to say when the next major emergency will occur, it is acknowledged that it will happen at some point and therefore Council needs to be well organised to undertake its statutory responsibilities in a timely and professional manner when required.

Environmental and Climate Change Considerations

There are no significant environmental impacts associated with implementing the proposal. There are possible environmental impacts associated with emergency events that may need to be managed as part of recovery, but further planning is required to develop strategies to best help our local environment recover from various emergency events.

Electronic copies of the proposed MRRP will be circulated to staff unless hard copies are specifically requested in order to minimise the amount of paper used for the policy. Recycled paper will be used for all hard copies of the policy that are printed/published.

Community Engagement

The community engagement strategy follows 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 community engagement method selected was to collaborate with key stakeholders in the development of the MRRP and then inform and consult the general public. If this proposal is supported a media release will be issued seeking written comment on the MRRP. Hard copies of the MRRP will be made available to the general public via Council's customer service counters at Colac and Apollo Bay. A copy of the MRRP will also be placed on Council's website for viewing by the general public.

Implementation

If the proposal is endorsed by Council the MRRP will be released for public comment for a period of six weeks. Once the public comment period has ended the members of the MEMPC will review the public comment and decide on whether changes should be made to the MRRP. Feedback will be provided to people who make submissions to explain what changes resulted from their comments. A further report will then be provided to Council providing an assessment of the community input received and identifying any changes that may have been made to the document and seeking Council's formal adoption of the MRRP.

Council Officers will work in partnership with other key agencies to raise awareness of the MRRP. Council will continue to work with other agencies to further improve the MRRP on an ongoing basis.

Conclusion

If the proposal is supported the MRRP will be released for public comment. Any public comment received will be analysed and incorporated where suitable to enable the plan to be submitted to Council for adoption.

Attachments

1. Draft Municipal Relief and Recovery Plan 197 Pages

Recommendation(s)

That Council:

1. ***Endorses the draft “Municipal Relief and Recovery Plan” for release for public comment for a period of six weeks.***
2. ***Notes that any public comment received will be analysed and incorporated where suitable to enable the plan to be submitted to Council for adoption.***

~~~~~



Colac Otway  
SHIRE

# Municipal Relief and Recovery Plan

November 2011

Date: 17 November 2011  
Author: COS - R&R Update Project (Cube MS)  
Version: 8  
Approved:  
Date Endorsed: 17 November 2011  
Date Amended: 17 November 2011

## ACRONYMS

|         |                                                        |
|---------|--------------------------------------------------------|
| AV      | Ambulance Victoria                                     |
| BOM     | Bureau of Meteorology                                  |
| BSWR    | Barwon South West Region                               |
| CERM    | Community Emergency Risk Management                    |
| COS     | Colac Otway Shire                                      |
| CFA     | Country Fire Authority                                 |
| CRC     | Community Recovery Committee                           |
| DHS     | Department of Human Services                           |
| DH      | Department of Health                                   |
| DSE     | Department of Sustainability & Environment             |
| ECC     | Emergency Communication Centre                         |
| EHO     | Environmental Health Officer                           |
| EM      | Emergency Management                                   |
| EMA     | Emergency Management Australia                         |
| EMMV    | Emergency Management Manual Victoria                   |
| EPA     | Environmental Protection Authority                     |
| ERC     | Emergency Relief Centre                                |
| ESLO    | Emergency Services Liaison Officer                     |
| LOCSTAT | Location Statistics                                    |
| MECC    | Municipal Emergency Coordination Centre                |
| MEMEG   | Municipal Emergency Management Enhancement Group       |
| MEMP    | Municipal Emergency Management Plan                    |
| MEMPC   | Municipal Emergency Management Planning Committee      |
| MERC    | Municipal Emergency Response Officer (Victoria Police) |
| MERO    | Municipal Emergency Resource Officer                   |
| MRM     | Municipal Recovery Manager                             |
| MRSC    | Municipal Recovery Sub-Committee                       |
| NDRA    | National Disaster Relief Arrangements                  |
| CORC    | Colac Otway Shire Recovery Committee                   |
| CORSC   | Colac Otway Shire Recovery Subcommittee                |
| NRIS    | National Registration and Inquiry System               |
| OIC     | Officer in Charge                                      |
| RDNS    | Royal District Nursing Services                        |
| RERC    | Regional Emergency Response Coordinator                |
| RSPCA   | Royal Society for the Prevention of Cruelty to Animals |
| SITREP  | Situation Report                                       |
| SOP     | Standard Operating Procedure                           |
| VICPOL  | Victoria Police                                        |
| VICSES  | Victoria State Emergency Service                       |
| WICEN   | Wireless Institute Civil Emergency Network             |



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## PART 1 --- INTRODUCTION

The Colac Otway Shire Council Municipal Emergency Relief and Recovery Plan has been produced pursuant to Section 20(2), Municipal Emergency Management Plan, of the *Emergency Management Act 1986*.

Under this legislation, Colac Otway Shire recognises the responsibility to plan for relief and recovery in the event of an emergency and have subsequently prepared the Colac Otway Shire Municipal Emergency Relief and Recovery Plan.

Council have appointed a Municipal Recovery Manager who will oversee the Plan in conjunction with the Colac Otway Recovery Committee (CORC), Municipal Emergency Management Planning Committee (MEMPC), and where required, Emergency Recovery Sub-Committees.

Recovery management within the Colac Otway Shire will be based on a partnership model with other agencies. The model of recovery management will vary depending on the circumstances of the emergency event.

Recovery management will be focused on the needs of the local community and supporting the residents to re establish their lives from a social, economic and emotional perspective.

### 1.1 Definition

Emergency recovery is the coordinated process of supporting emergency affected communities in the restoration of their emotional, economic and physical well-being plus the reconstruction of the physical infrastructure and the rehabilitation of the natural environment.

The *Emergency Management Act 1986* states that recovery is "the assisting of persons and communities affected by emergencies to achieve a proper and effective level of functioning" (Sec 4A).

### 1.2 Purpose

The purpose of providing recovery services is to assist the affected community towards management of its own recovery.

It is recognised that when a community experiences a significant event, there is a loss of social fabric and therefore a need to supplement the personal, family and community structures that have been disrupted by the event.

The Relief and Recovery Plan will be used as a guide to assist individuals and the community to manage the re-establishment of those elements of society necessary for their wellbeing.

The process of 'Recovery' requires practical planning, management and support which is sensitive to community needs and the physical and political environment where there is constantly changing demands. This Relief and Recovery Plan will assist with the co-operation amongst participating agencies and ensure support arrangements are adaptable, effective and co-ordinated.

### 1.3 Recovery Management Principals

The following Recovery Management Principles are consistent with the Department of Human Services 'Management Guidelines' and Emergency Management Manual Victoria (EMMV)

They include:

- Management and service provision will be devoted as much as possible at Municipal level. State and Regional recovery strategies, services and resources will supplement and complement the municipalities' initiatives rather than replace local endeavours.
- Emergency Recovery is a supporting and enabling process that allows individuals, families and communities to regain their former levels of functioning through the provision of information, specialist services and resources. Emphasis will be given to supporting and maintaining the integrity, dignity and autonomy of affected individuals, families and the community.
- Effective recovery requires the establishment of planning and management arrangements that are understood and accepted by recovery agencies, control agencies and the community;
- Recovery management arrangements are most effective when they recognise the complex, dynamic and protracted nature of recovery processes and the changing needs of affected individuals, families and community groups over time;
- The management of emergency recovery is best approached from a community development perspective and is most effective when conducted at a local level with the active participation of the affected community and a maximum reliance on local capacities and expertise;
- Recovery management is most effective when human service agencies play a major role in all levels of key decision-making. Wherever possible the normal municipal management and administrative structures and practices will be used, ensuring that these structures and practices will be responsive to the special needs and circumstances of the affected community.
- Emergency recovery is best achieved where the recovery process begins immediately. Recovery information and recovery services need to be readily available to affected individuals, families and communities and responsive to their needs and expectations.
- Planning and management arrangements are more effective if training programs and exercises have prepared recovery agencies and personnel for their roles; and
- Emergency recovery is most effective where management provides a comprehensive and integrated framework. Assistance measures should be provided in a timely, fair, equitable manner and be sufficiently flexible to respond to diverse community needs. Management of Recovery will involve processes of consultation and cooperation through established communication channels.

### 1.4 EM Documentation & Related Plans

For a complete understanding of Emergency Management and how it relates to Colac Otway Shire, this document should be read in conjunction with the following:

- *Emergency Management Act 1986*;
- Emergency Management Manual Victoria (EMMV);
- COS Municipal Emergency Management Plan (MEMP);
- DHS BSW Regional Emergency Recovery Plan;
- Business Continuity Plan (yet to be developed);
- Heatwave Plan; and
- Influenza Pandemic Plan.

#### 1.4.1 Emergency Management Act 1986

The *Emergency Management Act 1986* aims to ensure that components of emergency management such as prevention, response and recovery are organised within a structure which facilitates planning, preparedness, operational co-ordination and community participation. Link to the *Emergency Management Act 1986*: [www.ema.gov.au](http://www.ema.gov.au)

#### 1.4.2 Emergency Management Manual Victoria (EMMV)

These guidelines assist local government managers and planners to prepare and maintain a Municipal Emergency Management Plan (MEMP).

They help councils meet their safety obligations to their communities, outline their roles and responsibilities, under legislation, to prepare emergency management plans and provide advice on the planning process. They are also a valuable resource to planners in community level agencies and emergency management organisations.

The guidelines should be read in conjunction with the State Emergency Response Plan and the State Emergency Recovery Plan. Link to the Emergency Management Manual Victoria:

[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))

#### 1.4.3 COS Municipal Emergency Management Plan (MEMP)

The Municipal Emergency Management Plan details the agreed arrangements as required by section 20 of the *Emergency Management Act 1986* for the prevention of, the response to, and the recovery from, emergencies that could occur in or involve the Colac Otway Shire.

The MEMP is the overarching plan which describes the broad methodology that COS and the Emergency Services will follow in managing various emergency events.

The MEMP has the following objectives:

- Identify and treat potential risks to the community and the environment;
- Develop and administer programs that reduce the community's vulnerability and increase its capacity for resilience and self-reliance;
- Link more closely emergency management and other community safety programs and promote synergies;
- Contribute to the management of emergency events; and
- Prepare a Municipal Emergency Management Plan.

The MEMP also identifies strategies to work toward achieving objectives through:

- Undertaking the risk analysis and treatment processes;
- Developing a resilience and vulnerability profile;
- Conducting the Municipal Emergency Management Planning process;
- Developing ideas for involving the community in this process; and
- Identifying municipal resources to be used in emergency response and recovery.

Link to the Municipal Emergency Management Plan (MEMP): [Insert COS Network link](#)



#### 1.4.4 DHS BSWR Regional Emergency Recovery Plan

The DHS BSWR Regional Emergency Recovery Plan outlines the roles and responsibilities of Agencies involved in the recovery process at a regional level and provides a management framework for recovery where more than one Municipality is involved.

Link to the DHS BSWR Regional Emergency Recovery Plan: : [Insert COS Network link](#)

#### 1.4.5 Business Continuity Plan

The Business Continuity Plan aims to ensure that critical business functions will be available during an incident that results in disruption to normal operational capability.

Recovery from any incident affecting Council operations and the implementation of the Contingency Plan are administered by the Disaster Recovery Committee.

#### 1.4.6 Heatwave Plan

The Heatwave Plan addresses the public health effect and impacts of heatwaves in the community. It outlines the arrangements in place to assist the community to deal with and recover from heatwave events.

Link to the Heatwave Plan:

<http://www.colacotway.vic.gov.au/Page/Download.asp?name=ColacOtwayShireHeatwavePlanFinal2010.pdf&size=366058&link=../Files/ColacOtwayShireHeatwavePlanFinal2010.pdf>

#### 1.4.7 Influenza Pandemic Plan

The Pandemic Plan has been developed by COS to assist to reduce the impacts of an influenza pandemic on the community as well as provide support and recovery assistance throughout the duration of the influenza pandemic.

Link to the Pandemic Plan: [Insert COS Network link](#)

#### 1.4.8 ERC Standard Operating Guidelines

This document provides a guideline for the activation, operation and running of an ERC as well as specific arrangements for the nominated ERC's in the Colac Otway Shire. This approach has been adopted to ensure that all emergencies of a large scale can be adequately resourced to ensure the community's safety and welfare.

Refer to: [Appendix C of this plan](#)

#### 1.4.9 MRM Operational Guidelines

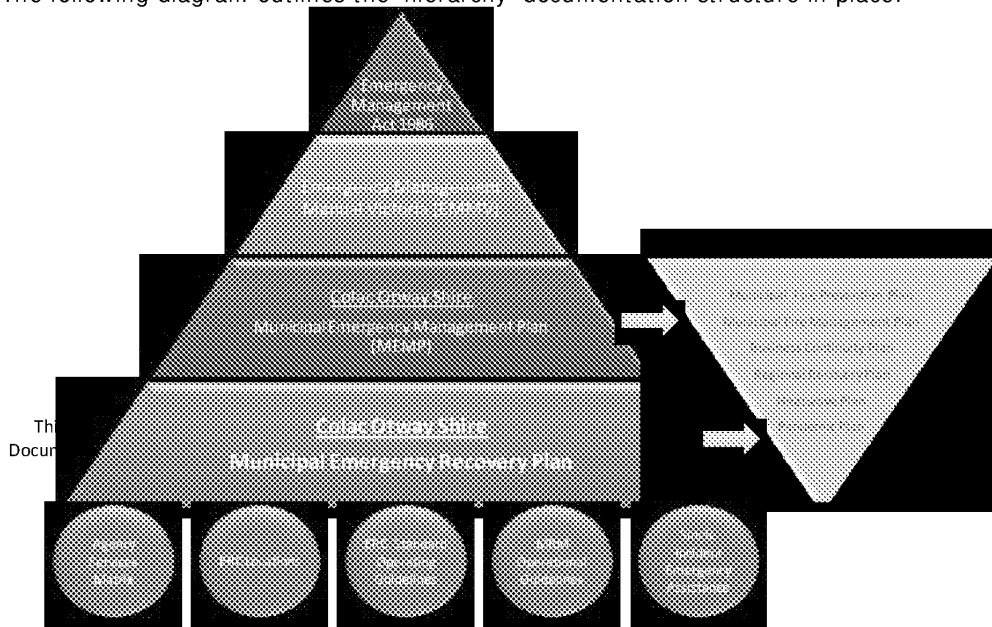
The MRM Operational Guidelines have been developed to outline the process undertaken by the COS Municipal Recovery Manager (MRM) and Deputy Recovery Managers following the notification of an emergency or a pending emergency.

It has been developed to provide both MRMs and Deputy MRMs with sufficient guidance to perform the required recovery duties.

Refer to: [Appendix D of this plan](#)

### 1.5 Document Structure

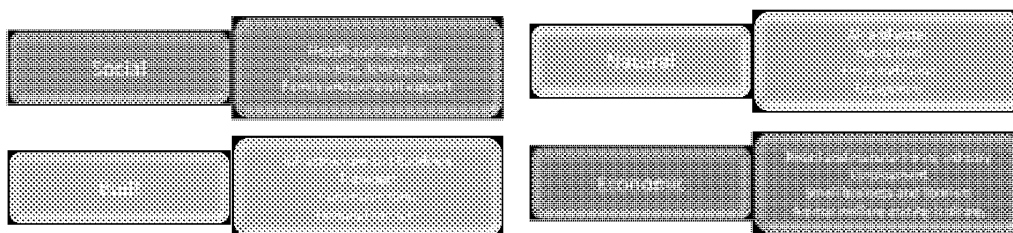
This Municipal Relief and Recovery Plan constitutes only the relief and recovery portions of the overall COS MEMP. This Plan should be taken into context and therefore should be implemented in conjunction with the MEMP, Municipal Emergency Sub-Plans relevant to Recovery and information which forms part of the overall MEMP for response and recovery. The following diagram outlines the 'hierarchy' documentation structure in place:



### 1.6 Functional Areas of Recovery

As outlined in the Emergency Management Manual Victoria (EMMV), there are four key functional areas that require the application of coordination and support arrangements as part of the recovery process.

These could also be referred to as the 'four community environments' and they focus is on the various needs of the community within each environment.



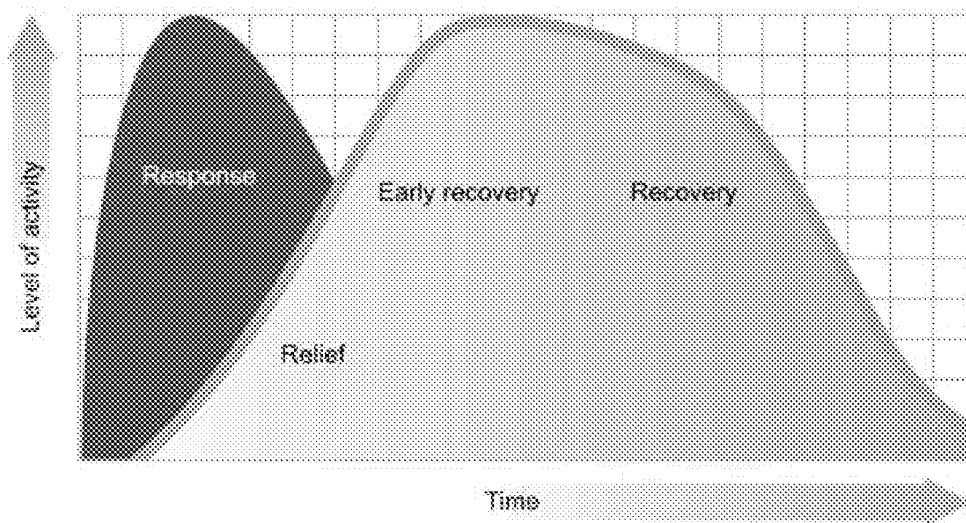
Recovery planning should address each of these functional areas and provide for the engagement of agencies that can assist with the recovery.

*Refer to Part 5 for further details regarding resources and support for the 'four functional areas of recovery'*

### 1.7 Relief and Recovery Phases

It is important to understand the continuum that extends from response, immediate relief, relief, early recovery to recovery and how this affects the overarching services (and the necessary coordination between services) to achieve the best outcomes for impacted communities. As soon as Response to an emergency (as outlined in the MEMP) has commenced the Relief and Recovery phases need to be considered and/or mobilised.

The diagram below describes the relationship between response, relief and recovery in relation to time progression from impact and highlights some of the services that may be provided.



#### 1.7.1 Emergency Relief

Emergency Relief is part of emergency management as a whole. Emergency Relief is the provision of life support and essential needs to persons affected by, or involved in the management of an emergency. Coordination of Emergency Relief at the Municipal level is the responsibility of the MRM, at State and Regional level, this coordination function rests with the Department of Human Services.

The primary functions of emergency relief are:

- Catering (food and water);
- Material needs;
- Emergency shelter (accommodation);
- Provision of emergency Relief Centres; and
- Registration – National Registration and Inquiry Service (NRIS).

Other functions of emergency relief typically include:

- First Aid and primary care;
- Personal support, including financial assistance;
- Sanitation and hygiene; and
- Information provision.

For more detailed information in relation to roles, responsibilities and functions of Emergency Relief refer [Appendix C – ERC Standard Operating Guidelines](#).

The following people have the authority to activate the provision of emergency relief services (including but not limited to emergency relief centres):

- The appointed MERC;
- The MERO; and
- The MRM.

### 1.7.2 Emergency Recovery

Emergency recovery is the coordinated process of supporting emergency affected communities in the restoration of their emotional, economic and physical well-being, plus the reconstruction of physical infrastructure and rehabilitation of the natural environment. The process of recovery begins as soon as possible when an emergency occurs, and may continue for many years post emergency.

Management of recovery occurs in the context of clear and agreed arrangements, and involves processes of consultation and cooperation through established communication channels. Whenever possible, short and longer term recovery activities will become part of core business to ensure they remain responsive to the needs of the affected community.

Recovery from an emergency event starts as soon as the threat to human life subsides and in many cases occurs alongside emergency relief activities. In Victoria, recovery is defined as a developmental process of assisting individuals, families, neighbourhoods and communities to manage the re-establishment of those elements of society necessary for their wellbeing and to re-establish community functioning. Recovery concludes with transition to community renewal and the realisation of a changed reality. The diagram in Part 1.7 above describes the transition from emergency impact through to 'community renewal' with the intent to a more informed and resilient community.

### 1.8 Emergency Relief Centre Model

The Colac Otway Shire ERC model is based on a hierarchy and the categorisation of emergencies using a 'tier' rating:

| Category                 | Description                                                           | Relief Centre                                          | Relief Centre Staff Resources                                 |
|--------------------------|-----------------------------------------------------------------------|--------------------------------------------------------|---------------------------------------------------------------|
| Tier 1<br>(Small Scale)  | Geographically contained and has relatively limited impacts           | Local Emergency Relief Centres                         | Municipal Recovery Manager (MRM)<br>ERC Administration (ERCA) |
| Tier 2<br>(Medium Scale) | Likely to be geographically larger and has relatively serious impacts | Colac Blue Water Fitness and or Apollo Bay P-12 School | Selected ERC Teams                                            |
| Tier 3<br>(Large Scale)  | Wide geographical impact with high order impacts                      | Colac Blue Water Fitness and or Apollo Bay P-12 School | Full deployment of ERC Teams with rostered shifts             |

Commonly the majority of emergency events are Tier 1 category. This will generally only require the support of the Municipal Recovery Manager (MRM) and Emergency Relief Centre Administration (ERCA).

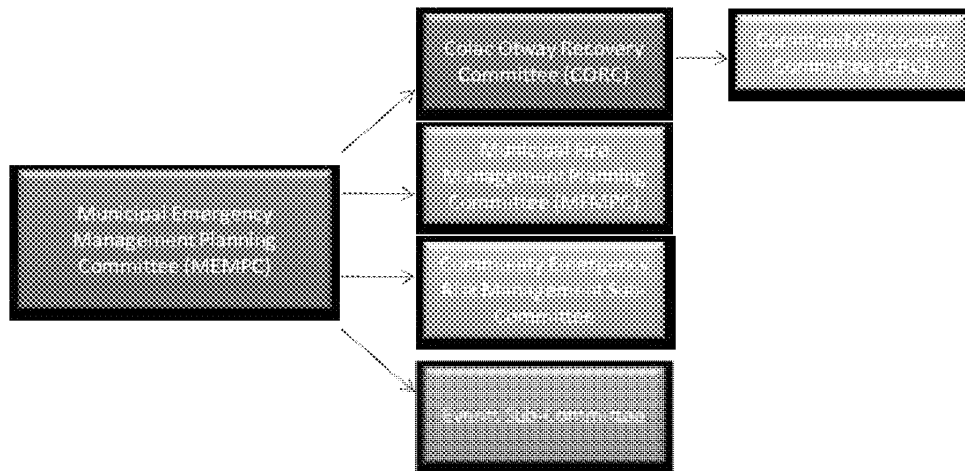
This document and the arrangements outlined in this document are aimed at events categorised as medium or large (Tier 2/3) scale.

A Tier 1 event may only require the opening of a venue and setting up the venue with resource kits. If the emergency escalates, and a Local Emergency Relief Centres is no longer appropriate, a Tier 2/3 ERC will be activated.



## PART 2 -- ROLES AND RESPONSIBILITIES

The diagram below outlines the structure of emergency management committees at Colac Otway Shire. Each of these committees have a vital role in Emergency Management.



### 2.1 Municipal Emergency Management Planning Committee (MEMPC)

The Colac Otway Shire MEMPC has been established pursuant to the *Emergency Management Act 1986*, Sections 21(3) & (4).

The MEMPC is chaired by Colac Otway Shire General Manager, Sustainable Planning and Development.

The MEMPC is one component of a broader structure that enables appropriate planning, response and recovery activities and arrangements at local and regional levels, with sub-committees and working groups who are responsible for planning for fire management, flood management and, and relief and recovery.

The MEMPC is required to prepare the MEMP, which documents response and recovery operational arrangements, and to ensure that arrangements outlined in the plan adequately provided for. The committee has an ongoing role to review and amend the operational components of the plan.

It is not the role of the MEMPC to manage emergencies. This is the responsibility of the agencies and personnel identified under the response and recovery arrangements.

Refer to the COS MEMP for more information on the roles and responsibilities of the MEMPC. Membership of the committee is outlined on page 8 of the MEMP.

### 2.2 Colac Otway Recovery Committee (CORC)

#### Planning & Preparedness:

Planning for a major emergency cannot be done in isolation as there would be a call on many recovery services involving numerous people and agencies. To address that concern, the

MEMPC has established a Recovery Planning Sub-Committee to develop strong inter-agency relationships, build capacity through training and coordinate the planning process.

This committee is a subcommittee of the Municipal Emergency Management Planning Committee and is made up of internal representatives from council, relevant community representatives and Agency representatives. The committee is responsible for coordinating recovery planning and preparedness for the COS municipality.

The COS MRM being is the chair of this committee and the committee aims to meet on a quarterly basis.

Activation Phase:

After an emergency event has occurred or is about to occur, the CORC is responsible for the following:

- Provide a representative to attend the Municipal Emergency Coordination Centre (MECC) when requested (usually MRM or deputy);
- Manage the recovery process at the local level, ensuring that community needs are met, either through local resources or by the acquisition of appropriate resources from the regional/district level; and provision by member agencies of a range of specific recovery services;
- Conduct post-impact needs assessments (gathering and processing of information);
- Work with the CRC to activate and coordinate recovery service delivery;
- Report regularly on the progress and ongoing needs of the community to Council's Management Group and Department of Human Services;
- Advise other supporting agencies and the State Government;
- Monitor the progress of recovery;
- Provide and manage community development services;
- Manage and/or coordinate volunteer helpers;
- Provide staff for Emergency Relief Centre(s); and
- Organise, manage or assist with public appeals.

In the advent of an emergency occurring this Committee will be required to establish a plan for the recovery process.

### 2.3 Community Recovery Committee (CRC)

One of the most effective means of involving the community is through a community recovery committee. These committees comprise representatives of government, private and voluntary agencies, as well as local councils, ethnic leaders and other representative members of an affected community.

Community recovery committees provide a mechanism through which information, resources and services may be coordinated in support of an affected community. These committees also provide a useful source of information and advice for the affected community and recovery agencies.

The advantages of community recovery committees include:

- Reinforcement of local and community orientation of the recovery process;
- Recognition of the common interests of members of the affected community;
- Ensuring the equitable application of resources and services;
- Establishing a mechanism for the identification and prioritisation of community needs;

- Overall monitoring of the recovery process; and
- Providing a means for identifying needs which cannot be met from within the community and which require resource support from other sources.

Community recovery committees may emerge spontaneously as a result of local leadership. If an emergency affects different parts of the Shire, community recovery committees for each of the affected areas may need to be set up. Council's role in this process is to sponsor and facilitate the meetings.

Where an event has an impact on a number of communities, it may be appropriate to establish a local recovery committee for each affected locality. In these instances, a central community recovery committee may also be necessary to provide an overall forum for advice, consultation and coordination.

## **2.4 Planning and Preparation Phase**

Planning and preparing for emergencies includes a range of activities that require the allocation of resources (human and financial) and the support of agencies to ensure a coordinated and well planned approach.

Preparedness takes many forms, including planning, training, exercising, purchase of infrastructure and the development and implementation of programs. Whilst much of this work is integrated within the everyday business and activities of Council and agencies, community preparedness is an important component.

This section outlines the roles and responsibilities of those parties involved in emergency recovery in the Colac Otway Shire municipality.

### **2.4.1 Municipal Recovery Manager (MRM)**

The MRM has responsibility for the coordination of municipal resources in emergency recovery, and is required to take an active role in on-going recovery planning and preparedness.

The MRM is responsible to:

- Attend regular MEMPC meetings;
- Co-ordinate and chair the CORC meetings; and
- Update this Relief and Recovery Plan when required.

The MRM will consistently work with the MERO to ensure planning and preparedness activities are established and linkages are current and unified between the MEMP and the Recovery Plan.

### **2.4.2 Municipal Emergency Manager (MEM)**

The MEM has responsibility to establish a more coordinated approach to emergency management processes and practices across the organisation.

The MEM will also attend ongoing planning and preparation meetings with the MEMPC and CORC.

#### 2.4.3 Municipal Emergency Resource Officer (MERO)

The MERO has responsibility for the coordination of municipal resources in emergency response, and is required to take an active role in on-going emergency planning and preparedness.

The MERO is responsible to co-ordinate the MEMPC meetings and update the MEMP when required

The MERO has full delegation of powers to deploy and manage Council's resources during emergencies.

#### 2.4.4 DHS & DH

The Department of Human Services (DHS) and the Department of Health (DH) are responsible for key areas in Victoria's emergency management arrangements as outlined in the EMMV.

In the planning and preparation phases of relief and recovery DHS are responsible for:

- Conducting community training and awareness activities (including promoting awareness of safe practices and emergency procedures and implementing safety and warning systems for relevant DHS clients);
- Co-ordinating recovery planning and management at state and regional levels;
- Co-ordinating all aspects of recovery, including State/Commonwealth departments, local government, non-government organisations and agencies;
- Co-ordinating recovery activities in consideration of:
  - The people, social, health and community environment
  - The economic environment
  - The natural environment
  - The built environment.
- Coordinating provision of personal support (including psychological first aid) at incident sites and across the community;
- Providing community information and facilitate community redevelopment programs; and
- Supporting councils and Municipal Emergency Management Planning Committees in recovery planning.

In the planning and preparation phases of relief and recovery DH are responsible for:

- Enhancing prevention, preparedness, response and recovery services for a major mass casualty incident or major natural disaster in Victoria;
- Implementing legislation, programs and monitoring procedures to minimise public health risk from infectious diseases, contaminated food, contaminated water supplies and radiation and chemicals; and
- Working with DHS in the Co-ordination of recovery planning and management at state and regional levels, including State/Commonwealth departments, local government, non-government organisations and agencies.

### 2.5 Activation Phase

Once an emergency event has occurred or is about to occur, there is a need for a range of activities that require the allocation of resources (human and financial) and the support of agencies to ensure there is a coordinated and well planned approach.

This section outlines the roles and responsibilities following activation (event has occurred or about to occur)

### 2.5.1 Municipal Recovery Manager (MRM)

Depending upon the nature and location of the event and the affected community, a range of issues may emerge. The MRM should, in conjunction with the CORC, delegate responsibilities as required.

*Some issues will be the responsibility of other supporting agencies or particular Unit's of council (i.e. public health, infrastructure).*

Responsibilities include:

- Co-ordinating municipal and community resources within the municipality during recovery;
- Immediately following an emergency, assisting with: the collation and evaluation of information gathered in the post impact assessment and the establishment of priorities for the restoration of community services and needs;
- Liaising with the MERO for the best use of municipal resources to enable the recovery by individuals or the community from the effects of an emergency;
- Liaising, consult and negotiate on behalf of the affected area with recovery agencies and the municipality;
- Liaising with the Regional Recovery Management Committee and/or Department of Human Services;
- Undertaking specific recovery activities as determined by the municipality; and
- Setting up a monitoring and reporting mechanism for reporting to stakeholders (community, council & state).

The MRM is delegated by the MERO. The MRM has full delegated powers to deploy and manage council's resources during emergencies.

The MRM may delegate duties to provide for effective management of the recovery functions.

Refer to [Appendix C – ERC Standard Operating Guidelines](#) and [Appendix D – MRM Operational Guidelines](#) for more detailed responsibilities for the MRM and Deputy MRM after 'Activation'

### 2.5.2 Municipal Emergency Manager (MEM)

The MEM will help to ensure there is a coordinated approach to emergency management processes and practices across the organisation.

The MEM will assist the MERO and/or MRM with response or relief and recovery requirements following an emergency event.

### 2.5.3 Municipal Emergency Resource Officer (MERO)

After an emergency event has occurred or is about to occur, the MERO is responsible for the following:

- Coordination of Municipal Resources in responding to Emergencies;
- Establish and maintain an effective infrastructure of personnel whereby Municipal Resources can be accessed on a 24 hour basis;
- Establish and maintain liaison with agencies within or servicing municipal district and the Municipal Recovery Manager;
- Establish and maintain the Municipality Emergency Coordination Centre (s) at a level of preparedness to ensure prompt activation when necessary;



- Facilitate the arrangement of a post emergency debrief as requested by the Municipal Emergency Response Coordinator;
- Ensure procedures and systems are in place to monitor and record all expenditure by the Municipality in relation to emergencies; and
- Coordinate the annual exercising/testing of the Municipal Emergency Management arrangements.

#### 2.5.4 Municipal Emergency Response Coordinator (MERC)

After an emergency event has occurred or is about to occur, the MERC is responsible for the following:

- Attending the MECC assuming the role of Municipal Emergency Response Coordinator (MERC) (refer to the MECC guidelines for details of the role of the MERC in the MECC);
- Liaise with local control authorities and support agencies and ensure that an effective control structure has been established by agencies in coping with an emergency at municipal level;
- Obtain and forward regular advice to the Regional Emergency Response Coordinator (RERC) of potential emergencies which is not under substantial control of the control agency;
- Maintain an awareness of local resources which may be utilised in an emergency; and
- Convene post emergency de-briefing conferences as soon as practicable after a local emergency when required.

#### 2.5.5 Media and Public Relations Officer

It is important that Councils Media and Communications are thoroughly briefed and involved throughout the recovery process.

The Media and Public Relations Officer is responsible to ensure information is provided to the media and the community in an accurate and timely manner. This will help alleviate confusion and distress. It is important to consider the needs of the affected community and use of translated information and interpreters when required.

The Media and Public Relations Officer will coordinate Council's community and media information activities during and after an emergency, including:

- Support the relevant authorities (e.g. Police media, CFA media, etc) in the dissemination of accurate and timely media information and advice; and
- Undertake the management and dissemination of accurate and timely information relating to Council's response and recovery activities.

The following media protocols will be adhered to:

- Media enquiries will be responded to as soon as possible – within 24 hours or sooner whenever possible;
- General Managers are authorised to speak with journalists for the primary purpose of providing background and technical information, and on operational matters. This is preferable to preparing and providing detailed email responses;
- Opinion and comments of a political nature can only be given by Councillors;
- Where the media requires a quote, and the appropriate councillor is unavailable, quotes should in the first instance be sought from the Mayor. If the Mayor is

unavailable, quotes may be attributed to a Council spokesperson;

- The Mayor is the spokesperson for COS and can discuss matters that have been subject to an adopted Council resolution, and deal with television and radio interviews relating to major issues and enquiries; and
- The Chief Executive Officer may, in certain circumstances, be the spokesperson when the issue is operational in nature, or the matter has been delegated by the Mayor.

The CEO, General Managers, Councillors and the Mayor must closely liaise with the Media and Public Relations Officer prior to providing any statement to ensure they have the correct and most up-to-date information.

#### 2.5.6 DHS & DH

The Department of Human Services (DHS) and the Department of Health (DH) are responsible for key areas in the activation phase of relief and recovery as stated in the EMMV.

In the activation phase of relief and recovery DHS are responsible for:

- Coordinating provision of personal support (including psychological first aid) at incident sites and across the community;
- Providing community information and facilitate community redevelopment programs;
- Supporting councils, Municipal Emergency Management Planning Committees and community recovery committees in managing recovery activities;
- Providing advice, information and assistance to affected individuals, communities, funded agencies and municipal councils; and
- Co-ordinating provision of interim accommodation following emergencies with major housing impacts.

In the activation phase of relief and recovery DH are responsible for:

- Providing advice, information and assistance to affected individuals, communities, funded agencies and municipal councils.

#### 2.5.7 Red Cross

##### Registration and Inquiry Service

Red Cross will provide volunteers to administer the registration process for evacuated people to relief centres.

##### Personal Support

Red Cross have increased their capacity to be able to provide some personal support. Their teams have been trained under Department of Human Services – psychological first aid levels 1 & 2.

##### Catering

Red Cross catering teams can attend the relief centre to provide meals for evacuees. Catering teams are also available to provide for emergency service personnel.

Refer to [Appendix A - Agency Services Matrix](#) for a full list of recovery services provided by agencies and other organisations.

Refer to [Appendix C – ERC Standard Operating Guidelines](#) for further information on roles and responsibilities of the Red Cross.

#### 2.5.8 Communications

Victoria Police is delegated the responsibility for communications. This is in accordance with Emergency Management Manual Victoria where it identifies that Victoria Police are the primary support agency for communications.

All agencies having a role in these arrangements are responsible for the provision of their own internal communications systems during emergencies. Any agency requiring communications will put their request to the Municipal Emergency Response Coordinator (Victoria Police).

The MRM and the Deputy MRM will have access to appropriate telecommunication to ensure they are contactable throughout an emergency.

The Telstra line network will be the initial and primary means of communication in the event of an emergency when it is available and should be utilised to capacity where possible.

Additional telephones can be provided by Telstra upon request to the MERC or done through local arrangements, who will in turn, submit such requests to the Regional Emergency Response Coordinator for action. All costs related to such installations are the responsibility of the requesting organisation.

## PART 3 – RECOVERY PLANNING & PREPAREDNESS

### 3.1 Ongoing Planning & Preparedness

The Community Emergency Risk Management (CERM) Plan (contained within the MEMP) identifies the types of risks within the municipality, makes predictions on their likelihood of occurring and degree of impact, but doesn't consider their implications for the recovery process.

Planning and preparedness arrangements for a major emergency cannot be done in isolation as there is usually a call on many recovery services involving numerous people and agencies during the recovery phase. To address that concern, Colac Otway Shire have established the Colac Otway Recovery Committee (CORC) to coordinate the planning process, undertake preparedness activities, develop and maintain strong inter-agency relationships and build capacity through training of staff.

Refer to [Part 2.2](#) for further details regarding the roles and responsibilities of the CORC.

The following recovery functions must be considered in recovery planning and preparedness activities:

| Function                                                   | Description                                                                                                                                                                                                                                                           |
|------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Accommodation                                              | Provision of emergency / temporary accommodation                                                                                                                                                                                                                      |
| Aged and Disability Support / Vulnerable Community Members | Plan and co-ordinate the recovery process for aged and disabled as well as other vulnerable community members                                                                                                                                                         |
| Animal Welfare                                             | Assist/destroy injured animals. Co-ordinate the disposal of dead animals. Co-ordinate emergency feed supplies. Identify holding areas and provide cages etc.                                                                                                          |
| Catering                                                   | Provide sustenance as required to emergency service personnel and emergency affected people                                                                                                                                                                           |
| Children's Services                                        | Plan and co-ordinate the recovery process for children under 12 years of age and provide child care to ERCs                                                                                                                                                           |
| Clean-up / Equipment Provision                             | Plan and co-ordinate the clean-up process including the provision of temporary resources as required (e.g. toilets, generators, earthmoving equipment etc)                                                                                                            |
| Communication                                              | Co-ordinate and provide accurate information to the public and media after an emergency                                                                                                                                                                               |
| Community Development                                      | Co-ordinate community consultation and activities that will assist communities recover from the impacts of an emergency                                                                                                                                               |
| Donation Co-ordination                                     | Co-ordinate the collection and distribution of donated goods, services and money                                                                                                                                                                                      |
| Economic Development                                       | Co-ordinate and initiate economic development activities to assist local businesses to recover                                                                                                                                                                        |
| Environment                                                | Assess, advise and repair damage after an event including tree safety, replanting / re-vegetation; erosion prevention & control                                                                                                                                       |
| Environmental Health                                       | Assess, advise and minimise the public health impact of an emergency (e.g. safe water, food safety/disposal, septic systems, safe disposal of waste, provision of temporary toilets/facilities, the spread of infectious disease and impacts of heat related illness) |

|                         |                                                                                                                                             |
|-------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|
| ERC Management          | Co-ordinate and staff ERCs. Maintain centre register and support resources                                                                  |
| Fencing                 | Co-ordinate the reconstruction of boundary fencing immediately after an incident in cases where animals need to be contained                |
| Financial Assistance    | Co-ordinate the distribution of financial aid to individuals and communities                                                                |
| Infrastructure          | Rebuild and restore community infrastructure / utilities after an emergency                                                                 |
| Material Aid            | Co-ordinate distribution of material aid to affected members of the community                                                               |
| Personal Support        | Co-ordinate the provision of personal support, chaplaincy and counseling services                                                           |
| Transport               | Assist in transport provision after an incident so that those affected can access relief centre, recovery services, shopping etc.           |
| Volunteer Co-ordination | Support and co-ordinate the registration and work of volunteers and assist other recovery service areas through the provision of volunteers |

It is important to assess the impact of each event to determine what services should be made available. The delivery of recovery services will be undertaken by agencies nominated in the MEMP, Relief and Recovery Plan and/or the Regional Recovery Plan.

### 3.2 Regional Recovery Planning

There is a requirement for regional recovery planning to be undertaken and maintained because many emergencies traverse municipal boundaries, and also because major state services are administered and delivered at a regional level.

Regional Recovery Plans are established based on DHS regions given that DHS, as a principal recovery agency, is well placed to convene and support regional recovery planning committees.

Planning at this level should identify resources and services which:

- Can be made available after an emergency regardless of the location of the emergency;
- Need to be outsourced or obtained outside the councils municipal area; and
- Are comprehensive and available to the recovery effort.

Regional plans address inter-agency issues such as the coordination of activities and programs, and the establishment and operation of Community Recovery Committees. Such plans are separate from, but complimentary to the plans of individual agencies and municipal councils.

Colac Otway Shire plans to initiate Recovery Planning with neighbouring municipalities in the near future. It is envisaged that this group will look to establish;

- Identification and agreement on the location of Shared/Regional ERCs;
- Guidelines for the recruitment of staff for ERCs; and
- Standard Operating Procedures for the activation, management and operation of ERCs.

Colac Otway Shire believes that a 'collaborative' approach would be beneficial based on the following:

- Emergency events of 2009 highlighted that in major emergency events, the resources of a single Council are insufficient and shared resources must be mobilised;
- Increasing collaborative approaches are being undertaken in other regions in Victoria;
- Enhanced need for consistency and coordination in approaches;
- More formalised reciprocal arrangements must be in place between Councils, to avoid an



- over reliance on personal relationships;
- Lack of a common framework may result in delays, which would carry a huge consequence for the impacted community;
  - The risk profile of the type and scale of emergencies is changing;
  - Boundaries between public sector agencies are now aligning;
  - Local government lacks a central point of coordination on emergency management; and

By working together through collaboration, it is envisaged that the following could be achieved:

- A sustainable and coherent, high level framework for regional cooperation;
- The establishment of relationships and governance that will underpin the success of any cooperation; and
- A cooperation model that can continuously improve / evolve and remain applicable over time.

### 3.3 ERC Preparedness

The Colac Otway Shire MEMP and this Relief and Recovery Plan identify appropriate ERCs. These sites have been communicated to the MEMPC, but not to the community. Council have considered a range of factors when checking a site's suitability, such as:

- Capacity – for both day usage and potential for overnight accommodation;
- Location relative to current and anticipated population concentrations in the municipality;
- Having sufficient distance from potential risks/threats to the site and its surrounding area (e.g. in the event of a flood, do not select a site close to a river);
- Normal usage and availability;
- Contractual / lease arrangements for the site, particularly for sites that are not Council owned or run, which stipulate that the facility can be taken over and used as an emergency relief centre;
- Its availability at short notice, with 24/7 access; and
- Its proximity to adjacent buildings that may also be utilised.

The building of new council facilities, or sites coming under the control of Council, represents an opportunity to consider them as an ERC.

#### 3.3.1 Site Assessments

Councils have accountability in ensuring MEMPs contain an up-to-date list of an appropriate number of sites. There is no prescribed number of ERC sites a municipality must have, nor a capacity that should be obtained for a site to be considered an ERC. These are factors which should be considered based on the needs of the municipality's community. The MRM (or their delegates) are responsible for assessing the suitability of ERC sites.

ERCs will be site assessed:

- Annually;
- After an emergency event;
- When there are significant changes made to an existing ERC site; or
- When a potentially new ERC is built.

When conducting a site assessment of an ERC, the following is considered:

- Visiting the site with appropriate Council staff such as the site manager, or a person who has an operational knowledge of it, and an EHO (if possible);

- Conducting the assessment at a time which minimises its impact on community users;
- Using a defined set of criteria against which sites will be commonly assessed – an example 'ERC Site Assessment Checklist' is provided in *Appendix B - ERC Locations*;
- Accessing the site's floor plan in hard copy and electronically;
- Overlaying the 'normal usage' floor plan, with an 'ERC usage' floor plan; this is called a 'Mud Map' which can be stored on network drives.
- To educate Council staff who may be unfamiliar with the sites, it may also be useful to take photos of the ERC and store them with the Mud Map; and
- Recording the outcomes of the assessment.

Once the ERCs are assessed, the results are collated and any outstanding items (e.g. site maintenance) are actioned. As a result of the audit, a site might be rejected, for example, the site's use has changed significantly since it was last assessed, a number of Council's criteria cannot be met; or as a result of a major Occupational Health & Safety breach.

Note: All ERC Site Assessments are appropriately 'signed off' by Council's Recovery Committee or MEMP Committee.

*An emergency relief centre will not necessarily be assessed for its capability to provide longer term services, since its focus will be on immediate short term needs.*

### 3.3.2 Consultation

When conducting ERC Planning, consultations may be held with those who might provide services at the ERC to agree on arrangements, such as:

- DHS;
- Red Cross;
- VicSES;
- Support Agencies; and
- Other Service Providers.

All locally agreed arrangements are documented in the municipality's MEMP and where necessary, formalised in a memorandum of understanding (MOU) or service level agreement (SLA) between the parties.

An example matrix of the possible agencies and services provided at an ERC is contained in [Appendix A - Agency Services Matrix](#).

### 3.3.3 Special Considerations

Depending on the nature and location of the emergency, the groups of affected persons presenting themselves at an ERC may be quite variable. Some emergencies will have had a greater impact on certain individuals than others. The table below provides examples of possible vulnerable groups, together with some factors to consider.

It is recognised that not all specific needs can be met when delivering relief services, and certain needs may have to be addressed on a 'best endeavours' basis. Council should not feel it must take sole responsibility for such individuals, but will look to engage with providers who have expertise in the various groups. Planning should consider establishing and maintaining strong working relationships with local expert providers.

Affected persons who require additional assistance and consideration are generally identified during the registration process by Red Cross. However, it is important that their needs are considered prior to an emergency event. If in the opinion of the Relief Centre

Manager, it is inappropriate for individuals with special requirements to be at the ERC, Council should work with expert providers to identify suitable alternative arrangements.

Any information regarding individuals, who require additional services, whether medical or otherwise, must be carefully protected.

| Group                                        | Possible sources of support / expertise                                                                                                           | Some factors to consider                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|----------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Culturally and Linguistically Diverse (CALD) | Council's Health and Community Services and Community Liaison officers<br>Community and Religious Leaders<br>Telephone interpreter services (TIS) | <ul style="list-style-type: none"> <li>• Home country experiences of emergencies</li> <li>• Translation of written materials</li> <li>• Provision of interpreters</li> <li>• Additional support at registration</li> <li>• Dietary requirements</li> <li>• Food preparation</li> <li>• Special washing practices</li> <li>• Items and clothing of special cultural or religious significance</li> <li>• History between nationalities and ethnicities</li> <li>• Cultural norms</li> <li>• Prayer mats / religious needs</li> <li>• Segregated sleeping</li> <li>• Preferred community networks and channels for receiving information</li> </ul>                                                                                                                                                                        |
| Mentally and/ or Physically Disabled         | Health Service Providers<br>Case Workers<br>Carers                                                                                                | <ul style="list-style-type: none"> <li>• Accessibility to relief centre</li> <li>• Case management provision</li> <li>• Provision of relief services in the home environment</li> <li>• Providing an area within the ERC that is private</li> <li>• Discussion with health care providers on any specialised resources that may be required.</li> <li>• Allowance for a 'fast track' registration to negate the need to queue</li> <li>• Allow carers to provide continuity of care</li> <li>• Plan for attendant care at relief centres for vulnerable groups that would receive in home support services</li> <li>• Note: <i>Often it is best to seek guidance and advice from the individuals with the disabilities themselves. They are the best resource for information on how best to assist them.</i></li> </ul> |
| Visually / Hearing impaired                  | Royal Society for Deaf<br>Royal Society for Blind                                                                                                 | <ul style="list-style-type: none"> <li>• Additional support at registration</li> <li>• Consider suitable signage</li> <li>• Provide assistance with equipment such as phones</li> <li>• Make audio announcements available visually</li> <li>• Obtain qualified sign language interpreters.</li> <li>• Place such individuals in areas that allow for easy access to toilets / washrooms.</li> <li>• Provide volunteer readers</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                |

| Group                                                | Possible sources of support / expertise                                                                                                                                                                | Some factors to consider                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Young                                                | Council's Maternal Child Health Services and Early Years Services<br>Department of Education and early Childhood Development<br>Kindergartens and Schools<br>Local Toy Library Family Day Care Service | <ul style="list-style-type: none"> <li>• Consider relief centres integrated with or in proximity to child care facilities</li> <li>• Provide age-appropriate recreation opportunities (e.g. TV, DVD, music, toys, books, playground)</li> <li>• Provide baby/young children's equipment</li> <li>• Monitor for any instances of bullying between children</li> <li>• Consider giving teenagers appropriate roles to support relief functions (e.g. making tea)</li> <li>• Consider using wrist bands for identification, as a security measure</li> <li>• Note: <i>Anybody given duties to provide childcare must be appropriately qualified, and anyone (staff and volunteers) with formal duties which bring them into contact with children, must have a valid Working with Children Check completed.</i></li> </ul> |
| Elderly                                              | Council's Older Persons and Ability Support Services<br>Carers                                                                                                                                         | <ul style="list-style-type: none"> <li>• Access to the ERC</li> <li>• Past experiences of emergencies</li> <li>• Provision of interpreters</li> <li>• Additional support at registration</li> <li>• Dietary requirements</li> <li>• Access to and storage of medications</li> <li>• Additional support with written materials and other communications</li> <li>• Provision of relief services in the home environment</li> <li>• Notifications to family / personal support networks</li> </ul>                                                                                                                                                                                                                                                                                                                        |
| <i>injured or ill (as a result of the emergency)</i> | Ambulance Victoria<br>St John Ambulance<br>GPs                                                                                                                                                         | St John or accredited first aiders can provide basic first aid if ERC environment is suitable. If additional treatment is required, refer affected persons to local hospitals.<br><br><i>For more information please refer to the State Health Emergency Response Plan (SHERP).</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Pre-existing medical conditions                      | Pharmacy Guild and local pharmacists<br>GPs                                                                                                                                                            | Determine and source any required medications.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Persons of interest (e.g. criminals)                 | VicPol                                                                                                                                                                                                 | Anyone who is known or suspected of conducting criminal activity, should be highlighted to VicPol at the earliest opportunity.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Pets                                                 | Council's Animal Management teams Local Vets<br>Local Animal Shelters                                                                                                                                  | <ul style="list-style-type: none"> <li>• Securing pets in an appropriate environment external to the ERC</li> <li>• Feeding needs</li> <li>• Responding to injured animals</li> <li>• Affected individuals' emotions when separated from their pets</li> <li>• Note: <i>Animals trained to provide assistance to individuals with disabilities, are the only exception to being permitted into the ERC.</i></li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                  |

#### 3.3.4 ERC Kits

The ERC Kit contains a collection of items that are immediately required to set up an ERC. The MRM (or their delegate) is responsible for establishing and regularly checking ERC Kits.

Refer to [Appendix C – ERC Standard Operating Guidelines](#), for detailed information on the contents of the ERC kits.

### 3.4 Training

COS recognises the importance of training in building capacity and preparedness. Various training sessions are held at least annually for COS staff who have been selected to become part of the Emergency Recovery Team or who are already part of the Emergency Recovery Team. Training records are held on all members of the COS Recovery Team as well as what role they will play in an emergency recovery operation.

It is essential that Emergency Recovery Team members have undertaken minimum training requirements and have a clear understanding of their roles and responsibilities.

### 3.5 Testing, Evaluation & Review

Emergency recovery exercises may be conducted in a variety of formats and may test various parts of the Relief and Recovery Plan at different levels of recovery management.

Emergency recovery exercises may be run in conjunction with other emergency management exercises.

The Relief and Recovery Plan will be reviewed after each major incident to ensure that it functions adequately. It will also be updated at least annually to keep information contained within it up-to-date and take into account developments or changes in agencies and the region. Updating and re-issuing of the Municipal Emergency Relief and Recovery Plan is the responsibility of the Municipal Recovery Manager.

A major review on a three-yearly basis that is in line with the statutory audit of a MEMP and Regional Emergency Recovery Plan is undertaken by a panel comprising of VicSES, DHS and VicPol.

*Refer to Section 1.11 of the COS MEMP for further details on testing EM plans.*

### 3.6 Business Continuity

Consideration will be given to how normal council business will be maintained during an emergency recovery operation, particularly when recovery service demands on staff impact on their ability to undertake their normal duties. Past experiences have shown there is an expectation for normal services to be undertaken as well as the recovery tasks. This can lead to work overloads and staff burn-out.

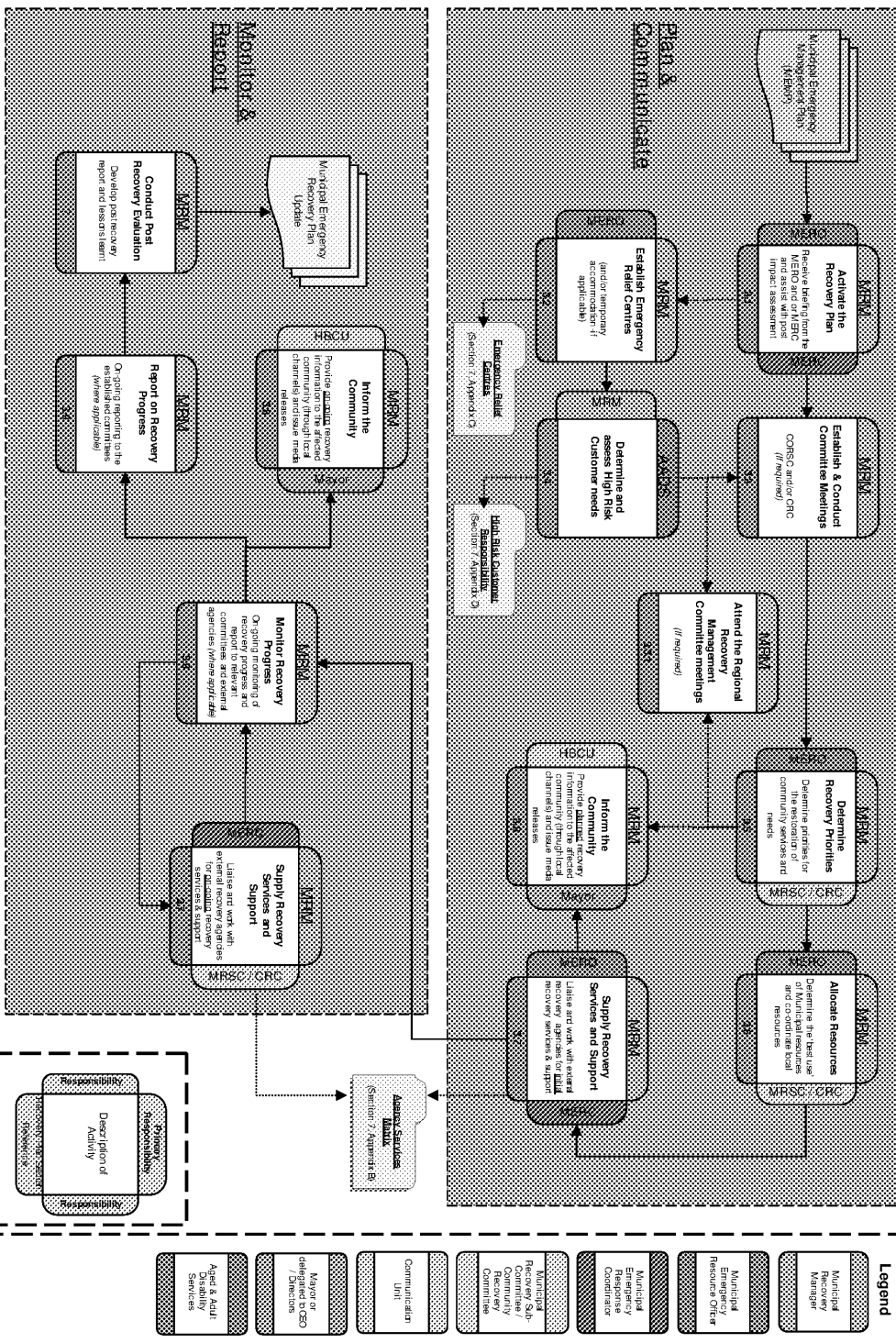
Consideration will be given to business continuity arrangements in the following areas:

- Staff backfilling (either from agencies or other LGAs);
- Agreements with other LGAs to support this strategy;
- Multi-skilling of staff to undertake other council staff duties in their absence;
- Identification of which Council internal roles can be reduced or postponed; and
- Support requirements for staff who are involved in a recovery operation (including Critical Incident Stress Management procedures)



PART 4 - RECOVERY PROCESS (ACTIVATION)

The diagram below provides an overview / guideline of the major steps undertaken in the recovery process



The following information provides further clarification to each of the 'major steps' outlined in the 'overview' document on the previous page.

The Municipal Recovery Manager (who, under the current EM guidelines, is a delegate of the MERO), is to initiate recovery activities as soon as possible, or when required, following an emergency.

The MRM must assess the scale and magnitude of the event and the current available resources when determining Council's recovery effort.

#### 4.1 Activate the Recovery Plan

Activation of the Relief and Recovery Plan can be initiated in the following ways:

- The Municipal Emergency Resources Officer (or deputy MERO) is contacted by the Department of Human Services (DHS) or responsible agency;
- The Municipal Recovery Manager (MRM) is contacted by the MERO to begin recovery; or
- The responsible authority/lead agency or DHS contacts the Council or the MRM directly.

Recovery activities will commence shortly after impact so it is important that the MRM receives a full briefing from the MERO and MERC to gain a clear understanding of the recovery requirements.

The Municipal Emergency Management Planning Committee (MEMPC), which the MRM is a member of, will conduct the post-impact assessment. A post impact assessment is an appraisal of the extent of damage, disruption and breakdown to the community and its infrastructure as a result of the emergency.

Refer to Municipal Emergency Management Plan (MEMP) for details regarding the responsibilities of the Municipal Emergency Management Planning Committee (MEMPC) and guidelines for the post-impact assessment.

#### 4.2 Establish Emergency Relief Centres

Incident Controllers are primarily responsible for determining the need to activate emergency relief services. The following people have the authority to activate the provision of emergency relief services by affected municipal councils based on an Incident Controller's determination (which may include the activation of emergency relief centres):

- the appointed Municipal Emergency Response Coordinator (MERC) (Victoria Police officer);
- the relevant Municipal Emergency Resource Officer (MERO) (municipal council staff member); and
- a Municipal Recovery Manager (municipal council staff member).

In the event of an emergency occurring and an evacuation area being required, an appropriate Emergency Relief Centre (i.e. a designated location used for the assembly of emergency-affected persons) may have already been nominated and opened by the MERO. If not, the MRM will consult with the MERO and take the lead in arranging the opening of the required ERCs.

The site/s will be conveyed to the Police MERC who advises Red Cross to arrange the register of evacuees on behalf of the Police. The community will be notified of the Centres location by various means such as through local radio stations and/or 774 ABC Radio.

The nominated Emergency Relief Centre will be under the authority of Victoria Police, and a Police representative will be in attendance on site. Council staff and Department of Human Services (DHS) representative(s) will also be in attendance to assist.

ERCs are normally used for short-term gathering of people to provide refuge and the provision of information. Once the Relief and Recovery Plan has been activated, the ERCs will be co-ordinated through the recovery process.

Evacuations & Registrations Responsibility

The decision to evacuate rests with the control agency in conjunction with Police and available expert advice. Consideration must be given to the area that is to be evacuated, the route to be followed, the means of transport and the location to which evacuees will be asked to attend.

Once the decision to evacuate has been made the MERO will be contacted to assist in the implementation of the evacuation. The MRM will co-ordinate council's role. The MERC and/or MRM will provide advice regarding the most suitable ERC and other resources that may be required (e.g. public health, emergency relief considerations or requirements and special needs groups). The physical task of registration at each of the ERCs is the responsibility of Red Cross.

For more detailed information on activating and setting up an ERC, refer to Appendix C – ERC Standard Operating Guidelines.

**4.3 Establish and Conduct Community Recovery Committee**

In an event of an incident, the establishment of a Community Recovery Committee (CRC) may be required as a formal mechanism for consultation, advice and coordination. Where the impact occurs across a number of municipalities, a Local Community Recovery Committee (COS municipality only) and Central Community Recovery Committee (COS plus other municipalities) may be established. Standing committees that meet on an ongoing basis such as the Regional Recovery Committee and the Municipal Recovery Committee may be required to meet to determine the form of the community committees required in a specific event.

The MRM is responsible to establish the Local Community Recovery Committee. The composition of the committee will vary depending on the affected area. The committee may include some or all the following community leaders and representatives.

| AGENCY                       | POSITION                              | AREA OF SPECIALTY                                          |
|------------------------------|---------------------------------------|------------------------------------------------------------|
| Colac Otway Shire            | Councillor Representative             | Public Consultation                                        |
| Colac Otway Shire            | Municipal Recovery Manager            | Coordination and Resource                                  |
| Colac Otway Shire            | Deputy Municipal Recovery Manager     | Coordination and Resource                                  |
| Colac Otway Shire            | Environmental Health Coordinator      | Specialist Public Health Information                       |
| Colac Otway Shire            | Manager Governance and Communication  | Media and Communications                                   |
| Colac Otway Shire            | Medical Officer of Health             | Specialist Medical information                             |
| Colac Otway Shire            | Manager Health and Community Services | Co-ordination of entire Health and Community Services Unit |
| Department of Human Services | Regional Recovery Manager             | Regional recovery coordination and DHS services            |
| Emergency Relief Centres     | Centre Managers                       | Provision of material aid and emergency food relief        |
| Multicultural Committee      | Settlement Committee Representative   | Representative for ethnic and religious groups             |
| Red Cross                    | Emergency Liaison Officer/            | Emergency Food and Meal Preparation                        |

|                     |                                    |                                     |
|---------------------|------------------------------------|-------------------------------------|
|                     | Regional Catering Coordinator      | and Distribution                    |
| Salvation Army      | Divisional Commander               | Provision of Accommodation Support  |
| Council of Churches | Council of Churches Representation | Chaplaincy and or Pastoral Services |

#### 4.4 Determine and Assess Vulnerable Community Members

COS is responsible for the identification of people within the community who are vulnerable community members.

The identification process will be coordinated by the Oler Persons and Ability Support Services Unit. This information will be primarily derived through the Home & Community Care (HACC) assessment process.

In some emergencies, high risk customers may not necessarily be the aged or disabled, for example in cases of a pandemic, high risk customers could be babies and young children.

The MRM must be informed of the identification of those with 'high needs' or at 'high risk' in order to ensure the appropriate recovery priorities and arrangements are put in place.

*Refer to Part 5.2 for more information on managing Vulnerable Community Members and Refer to Appendix C - ERC Standard Operating Guidelines (Task 6.10) for managing vulnerable community members at an ERC*

#### 4.5 Determine Recovery Priorities

COS has responsibility for the coordination of recovery activities within their municipal boundaries and Department of Human Services coordinates at the state and regional levels.

The following are activities that may be undertaken to determine priorities and coordinate the provision of recovery services during and/or after an emergency:

- Coordination of local resource provision through Recovery Manager;
- Provision and staffing of recovery/information centre(s);
- Post-impact assessment (gathering and processing of information);
- Survey and determination regarding occupancy of damaged buildings;
- Environmental health management (food, water, sanitation, vector control);
- Monitoring the progress of recovery;
- Provision of information to recovery agencies and government;
- Representation of the interests of the affected community;
- Sponsorship of community recovery committees;
- Supervision and inspection of rebuilding/redevelopment;
- Provision and management of community development services; and
- Provision and/or coordination of volunteer helpers.

Through the convening of the Municipal Recovery Sub-Committee and the Community Recovery Committee as well as determining High Risk Customer needs, the recovery priorities will be identified. It is the primary responsibility of the MRM to ensure these priorities are communicated to internal council departments as well as to relevant agencies who will be assisting in the recovery process.

Recovery priorities will be regularly reviewed, discussed and assessed.

#### 4.6 Allocate Resources

In conjunction with the Municipal Recovery Manager (MRM) the Municipal Emergency Resource Officer (MERO) will be responsible to manage and allocate resources as well as for maintaining a resource database and contact details.

Refer to the Municipal Emergency Management Plan (MEMP) for further information

#### 4.7 Supply Recovery Services and Support

The supply of recovery services and support relies upon effective liaison between appropriate authorities and agencies.

Council will work with the relevant authorities and agencies/service providers to supply and assist with the required services and support.

The following recovery functions must be considered in the immediate and ongoing recovery planning activities:

| Function                                          | Description                                                                                                                                                                                   |
|---------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Accommodation                                     | Provision of emergency / temporary accommodation                                                                                                                                              |
| Aged and Disability Support / High Risk Customers | Plan and co-ordinate the recovery process for aged and disabled as well as other high risk customers                                                                                          |
| Animal Welfare                                    | Assist/destroy injured animals. Co-ordinate the disposal of dead animals. Co-ordinate emergency feed supplies. Identify holding areas and provide cages etc.                                  |
| Catering                                          | Provide food services as required to combat, field and emergency service workers / management / staff                                                                                         |
| Children's Services                               | Plan and co-ordinate the recovery process for children under 12 years of age and provide child care to ERCs                                                                                   |
| Clean-up / Equipment Provision                    | Plan and co-ordinate the clean-up process including the provision of temporary resources as required (e.g. toilets, generators, earthmoving equipment etc)                                    |
| Communication                                     | Co-ordinate and provide accurate information to the public and media after an emergency                                                                                                       |
| Community Development                             | Co-ordinate community events and activities that will assist communities recover from the impacts of an emergency.                                                                            |
| Donation Co-ordination                            | Co-ordinate the collection and distribution of donated goods, services and money                                                                                                              |
| Economic Development                              | Co-ordinate and initiate economic development activities to assist local businesses to recover                                                                                                |
| Environment                                       | Assess, advise and repair damage after an event including tree safety, replanting / re-vegetation; erosion prevention & control                                                               |
| Environmental Health                              | Assess, advise and minimize the public health impact of an emergency (eg. safe water, food safety/disposal, septic systems, safe disposal of waste, provision of temporary toilets/facilities |
| ERC Management                                    | Co-ordinate and staff ERCs. Maintain centre register and support resources                                                                                                                    |
| Fencing                                           | Co-ordinate the reconstruction of boundary fencing immediately after an incident in cases where animals need to be contained                                                                  |
| Financial Assistance                              | Co-ordinate the distribution of financial aid to individuals and communities                                                                                                                  |
| Infrastructure                                    | Rebuild and restore community infrastructure / utilities after an emergency                                                                                                                   |
| Material Aid                                      | Co-ordinate distribution of material aid to affected members of the community                                                                                                                 |
| Personal Support                                  | Co-ordinate the provision of personal support and counseling                                                                                                                                  |



|                         |                                                                                                                                  |
|-------------------------|----------------------------------------------------------------------------------------------------------------------------------|
|                         | services                                                                                                                         |
| Transport               | Assist in transport provision after an incident so that those affected can access relief centre, recovery services, shopping etc |
| Volunteer Co-ordination | Support and co-ordinate the work of volunteers and assist other recovery service areas through the provision of volunteers       |

For further information regarding each of the above services, refer to Part 5. Support Arrangements.

#### 4.8 Inform the Community

##### General Information through media

Communication with the media in the face of an emergency/disaster must only be conducted by approved senior council personnel who have been accurately briefed by the Media and Public Relations Officer.

They are:

- The Mayor, official spokesperson for COS and can discuss matters that have been subject to an adopted Council resolution, and deal with television and radio interviews relating to major issues and enquiries.
- The Chief Executive Officer may, in certain circumstances, be the spokesperson when the issue is operational in nature, or the matter has been delegated by the Mayor.
- General Managers are authorised to speak with journalists for the primary purpose of providing background and technical information, and on operational matters.

It is important to reiterate that the above personnel MUST be briefed by the Media and Public Relations Officer , prior to speaking on behalf of Council in any situation.

Councillors are not authorised to speak directly to the media in regard to an emergency situation. Councillors MUST direct all media enquires through the Media and Public Relations Officer .

The Media and Public Relations Officer is governed by an agreed and approved Communications Policy document which provides guidance on informing the community in an emergency situation.

All staff members are not permitted to speak directly with the media. All media enquiries are to be directed to the Media and Public Relations Officer.

In the event of an emergency, all media liaison and communications materials should be coordinated by the Communications Unit.

Emergency Management personnel/roles may be asked to inform the CONTENT of the messages but decisions on WORDING and distribution CHANNELS resides with the Communications Unit.

##### Advisory Services

An extensive range of information and advisory services should be made available covering areas such as:

- Assistance measures;
- Availability of financial aid;
- Insurance;
- Legal aid;

- Health and safety;
- Rebuilding;
- Child care; and
- Personal support services.

The Media and Public Relations Officer may also use various methods of disseminating information to the affected community on what services may be available - these must be considered in the context of each individual incident.

A short list may include:

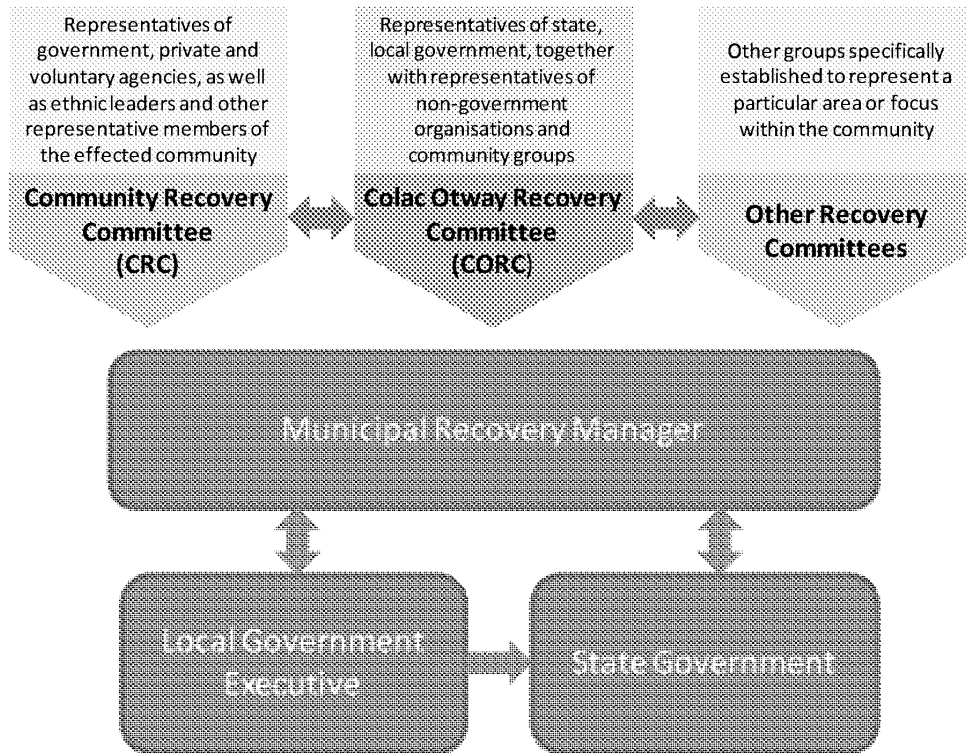
- Print and electronic media advertisements and press releases;
- Newsletters;
- Letterbox drops;
- Public and small group meetings;
- Recovery centres;
- Web sites; and
- Outreach visitation programs.

Consideration shall be given to ensure that people with language difficulties, visual and hearing impairments, and mobility problems are not excluded from accessing information. Key agencies in the area of information services are Centrelink, Insurance Council of Australia, Legal Aid Commission and neighbouring Municipalities.

#### 4.9 Monitoring & Reporting on Recovery

Monitoring and reporting on recovery is conducted through established recovery committees which feedback information to the MRM. The MRM will then report to the State on the progress of recovery.

The following diagram summarises the reporting channels:



#### 4.10 Acquisition of Goods and Services

COS and other recovery agencies shall obtain and pay for goods and services through their own supply systems.

The MRM and MERO, with the assistance of DHS will coordinate the acquisition of support goods/services which cannot be provided by the municipalities or participating agencies. When goods can only be obtained in such a manner, approval for payment from DHS is required prior to the goods being obtained.

#### 4.11 Data Management

Data management is as important in recovery as physical assistance and emotional support. COS is working towards being able to store and retrieve all relevant information in both textual reports and GIS formats. Mapping output is essential in the targeted and efficient delivery of services to the affected areas.

COS will work towards implementing an integrated database which can assist with the management of requests for assistance and the sensitive treatment of residents.

COS will benefit from this though centralised storage of information and in the automated production of reports and mapping for varying authorities.

#### **4.12 Conduct Post-Recovery Evaluation**

The evaluation of recovery activities and recovery programs following emergency events is essential to maximise lessons learned and identify where improvements can be made. Evaluation may take the form of a formal debrief of operations, or may involve workshops, seminars or applied research into particular areas of activity.

Depending of the type and size of the event, the evaluation may be an informal or formal debrief and must identify the strengths and weaknesses of the local operational response to the recovery needs of the community. The Municipal Recovery Manager must ensure that the Regional Recovery Co-ordinator is made aware of the outcome of the evaluation. In addition, Council will endeavour to ensure that the Relief and Recovery Plan is formally reviewed in consultation with stakeholders at least annually and internal training carried out twice per year as part of the corporate training calendar.

## PART 5 - SUPPORT ARRANGEMENTS

Certain types of services may be required during and after an emergency. The delivery of recovery services will be undertaken by agencies nominated in the Municipal Emergency Management Plan, the Municipal Emergency Relief and Recovery Plan and/or the Regional Emergency Recovery Plan.

Management and service provision will be devoted as much as possible to the municipal level, as local government has responsibility for the coordination of recovery activities within their municipal boundaries.

The State Government through the Department of Human Services coordinates larger scale events. State and Regional recovery strategies, services and resources will supplement and complement the municipalities' initiatives rather than replace local endeavours.

Recovery support relies upon effective liaison between appropriate authorities and agencies. Council will work with the relevant authorities and agencies/service providers to supply the required services and support.

The MRM has overall responsibility for determining which Support Agencies will be required and when they will be required (activation). In most cases when an ERC/s has been activated, Support Agencies (where applicable) will be activated and requested to provide support services at the ERC/s.

### 5.1 Agency Services & Support

There are usually common categories of needs that are generated after a major emergency. COS have listed these needs and the associated support available in [Appendix A – Agency Services Matrix](#).

The [Agency Services Matrix](#) also indicates the “primary provider” and the “Additional Provider” for each of the support areas. This list is neither exhaustive nor exclusive as many agencies, including control agencies may have a support role and a functional service role dependent on the nature of the emergency. In the event that the local resources cannot be provided to meet support tasks needed, the request should be passed onto the Regional Emergency Response Coordinator via the Municipal Emergency Response Coordinator (MERC).

### 5.2 Vulnerable Community Members

#### 5.2.1 Identification

Colac Otway Shire is responsible for the identification of people within the community who are termed “high needs” or “at high risk” in the event of an emergency either local or municipal.

The identification process will be coordinated by the Older Persons and Ability Support Services. This information will be primarily derived through the Home & Community Care (HACC) assessment process.

Supplementary to this, other agencies providing services to vulnerable community members, such as District Nursing Service, DHS - Disability Services or the local hospitals will be responsible for ensuring Council has relevant information regarding vulnerable community members.



Refer to the ERC Standard Operating Guidelines (Task 6.10) for managing vulnerable populations at an ERC.

#### 5.2.2 Database Information

Information regarding vulnerable community members will be established and maintained by Colac Otway Shire, and will include appropriate information to ensure that clients will not be at increased risk in the event of an emergency. This database of information will be updated in a timely manner and will be stored both in hard copy format and electronic format, with the MRM.

This database information will be held in confidence, with only appropriate agencies and staff having access to ensure risk minimisation for client, both individual and groups.

#### 5.2.3 Contingency Plan

Where service provision to vulnerable community members is essential or necessary to ensure continuity of care during an emergency, contingency plans will be developed by the appropriate co-ordinating organisation/agency.

COS as coordinator and facilitator, will be responsible in conjunction with these other agencies for the implementation of appropriately designed contingency plans for vulnerable community members.

#### 5.2.4 Regional Responsibility

It is the responsibility of the Department of Human Services to ensure all available information regarding vulnerable community members within COS is readily available to the municipality, to ensure the database of vulnerable community members is accurate at all times, particularly in the event of an emergency.

The Department of Human Services will therefore act as a facilitator to the process and ensure all non-local government based service provision organisations are aware of the COS Municipal Emergency Management Plan (MEMP).

### 5.3 Impact and Needs Assessment

A community needs assessment is a critical element in providing support and managing a recovery program. Initial needs assessments will include:

- The type, size and effects of the emergency event;
- Community demography;
- Available resources; and
- Pre-existing psychological state of the community.

Often, initial needs assessments are limited by the requirement to establish recovery services quickly and will only give a general although fairly reasonable indicator of needs and services required.

There are many sources of data to determine the needs within a community which can change over time. The most likely sources for gathering needs data include emergency service personnel, police, local government, including social planners and community services staff, ambulance, hospitals, doctors, social workers, mental health workers, psychologists, psychiatrists, recovery workers, welfare workers, recovery agencies, community agencies and, most importantly, affected persons and the local community.

Below is a table with the most common categories of needs that are generated after a major emergency, this is described as an activity. This is not exclusive as needs will depend on the nature and scale of the event and the character of the affected area.

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Accommodation</b><br/>To assist in the provision of emergency/temporary accommodation an emergency.</p> <p><i>Service Providers:</i></p> <ul style="list-style-type: none"> <li>• Red Cross (single incidents only)</li> <li>• Salvation Army</li> <li>• Relief Centres</li> <li>• Motels</li> <li>• Caravan Parks</li> <li>• Otway Coast Committee</li> <li>• Real Estate Agents (AB)</li> </ul> <p><i>Accommodation register is listed in the appendices (optional)</i></p>                          | <p><b>Aged and Disability Support</b><br/>To plan for and co-ordinate the recovery process for aged and disabled people in the Shire. Identification of other vulnerable groups would be valuable.</p> <p><i>Service Providers:</i></p> <ul style="list-style-type: none"> <li>• Aged Care Providers</li> <li>• HACC funded agencies</li> <li>• Colac Area Health</li> <li>• Otway Health</li> <li>• Hesse Rural Health</li> <li>• Colanda</li> <li>• Day Activity Centres</li> <li>• Department of Human Services</li> <li>• Rural Access Workers</li> <li>• Local GPs</li> <li>• Others as determined</li> </ul> | <p><b>Catering</b><br/>To provide food services as required for combat, field and emergency management staff (and attendees at Emergency Relief Centres).</p> <p><i>Service Providers:</i></p> <ul style="list-style-type: none"> <li>• Red Cross</li> <li>• Foodbank</li> <li>• Colac Area Health</li> <li>• Lions Club</li> <li>• Other agencies as required</li> </ul>                                                                                                                                                                                                                                   |
| <p><b>Children's Services</b><br/>To plan for and co-ordinate the recovery process for children under 12 years and to provide Childcare to relief/ recovery centres.</p> <p><i>Service Providers:</i></p> <ul style="list-style-type: none"> <li>• Family Day Care Provider</li> <li>• Maternal &amp; Child Health Nurses</li> <li>• Otway Health</li> <li>• Childcare Centre</li> <li>• Preschools</li> <li>• Community Nurses</li> <li>• Schools</li> <li>• Outside School Hours Care Providers</li> </ul> | <p><b>Communication</b><br/>To coordinate and provide accurate information to the public and media after an emergency. The employment of a Media Liaison Officer to coordinate information gathering and releases is a significant advantage.</p> <p><i>Service Providers:</i></p> <ul style="list-style-type: none"> <li>• Communications Coordinator</li> <li>• Mayor of the day</li> <li>• Police</li> <li>• Local Media</li> <li>• MRM</li> <li>• VicRoads</li> <li>• WICEN</li> </ul>                                                                                                                         | <p><b>Community Development</b><br/>To coordinate community events and activities that will assist communities' recovery from the impacts of an emergency. Employment of a Community Development Office (CDO) may well be a key part of this recovery service.</p> <p><i>Service Providers:</i></p> <ul style="list-style-type: none"> <li>• Manager Health &amp; Community Services</li> <li>• Colac Area Health</li> <li>• Otway Health</li> <li>• Hesse Rural Health</li> <li>• DHS</li> <li>• DIIRD</li> <li>• MRM</li> <li>• Council of Churches</li> <li>• Community group representatives</li> </ul> |



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| <p><b>Donations Coordination</b><br/>To coordinate the collection and distribution of donated goods, services and money following an emergency. It is best for the municipality if an external organisation can be recruited to auspice this service area.</p> <p><i>Service Providers:</i></p> <ul style="list-style-type: none"> <li>• Red Cross</li> <li>• Colac Otway Shire</li> <li>• Lions/Service Clubs</li> <li>• Banks</li> </ul>                                                                                                                                                                                                                                     | <p><b>Financial Assistance (also falls within Economic Environment)</b><br/>To coordinate the distribution of financial aid to individuals and communities after an emergency. A range of financial grants and subsidies will be offered by various agencies requiring coordination.</p> <p><i>Service Providers:</i></p> <ul style="list-style-type: none"> <li>• Dept Human Services</li> <li>• Centrelink</li> <li>• Salvation Army</li> <li>• Red Cross</li> <li>• Rural Finance Corporation</li> <li>• Insurance Council of Victoria</li> <li>• CWA</li> </ul>                | <p><b>Material Aid</b><br/>To coordinate distribution of material aid to affected members of the community following an emergency.</p> <p><i>Service Providers:</i></p> <ul style="list-style-type: none"> <li>• Salvation Army</li> <li>• Victorian Relief Committee</li> <li>• Uniting Care</li> <li>• Service Clubs</li> <li>• Churches</li> <li>• Red Cross</li> <li>• Brotherhood of St Laurence</li> <li>• CWA</li> </ul> |
| <p><b>Personal Support</b><br/>To coordinate the provision of personal support and counselling services during and after an emergency. Case management of affected members of the community will be the preferred approach and outreach services will be coordinated from this service area.</p> <p><i>Service Providers:</i></p> <ul style="list-style-type: none"> <li>• Red Cross</li> <li>• DHS</li> <li>• Otway Health</li> <li>• Victorian Council of Churches (VCC)</li> <li>• Health Services</li> <li>• Education services</li> <li>• SIDS and KIDS</li> <li>• Psychiatric Services</li> <li>• Advocacy services as required</li> <li>• St Vincent de Paul</li> </ul> | <p><b>Relief &amp; Recovery Centre Management</b><br/>To coordinate and staff relief and recovery centres as established by the MERO and MPM, and liaise with other Service Coordinators. Regular maintenance of the centre register and support resources is part of the coordinators role.</p> <p><i>Service Providers:</i></p> <ul style="list-style-type: none"> <li>• Identified municipal centre managers and deputies</li> <li>• SES (relief centre support)</li> <li>• DHS (recovery centre support)</li> <li>• Red Cross</li> <li>• Personal Support Providers</li> </ul> | <p><b>Volunteer Co-ordination</b><br/>To recruit, support and coordinate the work of volunteers after an emergency and to assist other recovery service areas through provision of volunteers as required.</p> <p><i>Service Providers:</i></p> <ul style="list-style-type: none"> <li>• Community Health Centre</li> <li>• Service Clubs</li> <li>• Colac Otway Shire</li> <li>• Others as determined</li> </ul>               |



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| <p><b>Animal/ Stock Welfare</b><br/>Assist/destroy injured stock /wildlife. Coordinate disposal of dead stock. Coordinate emergency feed/fodder supplies. Identify holding areas for stock/pets etc. Provide cages/leads etc for animals and relief/recovery centres. Round up escaped stock.</p> <p><i>Service Providers:</i></p> <ul style="list-style-type: none"> <li>• Municipal Pound (Colac)</li> <li>• Dept Primary Industries</li> <li>• Environmental Health Officer</li> <li>• Vets</li> <li>• Landcare Network</li> <li>• Cap Otway Conservation Centre</li> <li>• RSPCA</li> <li>• Victorian Farmers Federation</li> <li>• Parks Victoria</li> <li>• Wildlife Network</li> <li>• Animal Aid Agencies</li> <li>• Others as determined</li> </ul> | <p><b>Economic Development</b><br/>To coordinate and initiate economic development activities to assist local businesses to recover following an emergency.</p> <p><i>Service Providers:</i></p> <ul style="list-style-type: none"> <li>• Business Development Officer</li> <li>• Tourism development Officers</li> <li>• RDV</li> <li>• Centrelink</li> <li>• Rural Finance</li> <li>• Rural Counsellors</li> <li>• Chamber of Commerce</li> <li>• Otway Business Inc (OBI)</li> </ul>                                          | <p><b>Clean up/ Equipment Provision</b><br/>To plan for and coordinate the cleanup process after an emergency including the provision of temporary resources as required, e.g. toilets, generators, earthmoving equipment, and furniture.</p> <p><i>Service Providers:</i></p> <ul style="list-style-type: none"> <li>• MERO</li> <li>• SES</li> <li>• Local contractors (e.g. earthmovers)</li> <li>• Service Clubs</li> <li>• Neighbouring Municipalities</li> <li>• Hire Businesses</li> <li>• EHO</li> <li>• Local CFA (AB)</li> <li>• Colac Otway Shire</li> <li>• VicRoads</li> <li>• Otway Coast Committee</li> </ul> |
| <p><b>Fencing</b><br/>To coordinate the reconstruction of boundary fencing of rural properties following damaged incurred by an emergency.</p> <p><i>Service Providers:</i></p> <ul style="list-style-type: none"> <li>• Municipality</li> <li>• DSE</li> <li>• Victorian Farmers Federation (VFF)</li> <li>• Service Clubs</li> <li>• DPI</li> <li>• Landcare Network</li> <li>• Apollo Bay Building Group</li> <li>• Local Supplies</li> <li>• Fencing Volunteer Groups</li> </ul>                                                                                                                                                                                                                                                                         | <p><b>Environmental Health</b><br/>To assess, advise on and minimise the public health impact of an emergency e.g. safe water supply, food safety/disposal, septic systems, safe disposal of waste, provision of temporary toilets/facilities etc.</p> <p><i>Service Providers:</i></p> <ul style="list-style-type: none"> <li>• Municipal Environmental Health Officer</li> <li>• DHS Environmental Health Officer</li> <li>• GP's</li> <li>• Barwon Water</li> <li>• Department of Sustainability &amp; Environment</li> </ul> | <p><b>Transport</b><br/>To assist in transport provision after an event so that those affected can access relief and recovery centres, recovery services, shopping, appointments etc.</p> <p><i>Service Providers:</i></p> <ul style="list-style-type: none"> <li>• MERO</li> <li>• Commercial Transport Companies</li> <li>• Taxis/Buses</li> <li>• Department of Transport</li> <li>• Department of Education</li> <li>• Other groups as required</li> </ul>                                                                                                                                                               |

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| <p><b>Infrastructure</b><br/>To rebuild and restore community infrastructure/utilities after an emergency.</p> <p><i>Service Providers:</i></p> <ul style="list-style-type: none"> <li>• MERO</li> <li>• VicRoads</li> <li>• Powercor</li> <li>• Tru Gas</li> <li>• Barwon Water</li> <li>• Telstra</li> <li>• CCMA</li> <li>• Colac Otway Shire</li> <li>• Local Community</li> <li>• V-Line</li> </ul> | <p><b>Post Impact Assessment</b><br/>To coordinate assessment of damage and losses following an emergency. The gathered information will greatly assist the recovery planning and service provision in the recovery process.</p> <p><i>Service Providers:</i></p> <ul style="list-style-type: none"> <li>• DPI</li> <li>• Municipal Building Inspectors</li> <li>• MERO</li> <li>• Personal Support Providers</li> <li>• Environmental Health Officer</li> <li>• Arborists</li> <li>• Department of Sustainability &amp; Environment</li> <li>• VicRoads</li> </ul> | <p><b>Environment</b><br/>To assess and advise on and repair damage after an event including tree safety/assessment, replanting, revegetation, erosion prevention and control.</p> <p><i>Service Providers:</i></p> <ul style="list-style-type: none"> <li>• Council Environment Unit</li> <li>• Landcare Groups</li> <li>• CosWorks Parks and Gardens</li> <li>• DPI</li> <li>• Parks Victoria</li> <li>• DSE</li> <li>• Local Nurseries</li> <li>• Local Contractors</li> <li>• CCMA</li> <li>• EPA</li> <li>• Otway Coast Committee</li> <li>• Arborists</li> <li>• VicRoads (Hazard Assessment)</li> </ul> |
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Refer also to [Appendix A – Agency Services Matrix](#)

#### 5.4 Emergency Relief Centres (ERC)

In the event of an emergency occurring and an evacuation area being required, an appropriate Emergency Relief Centre/s (ERC) is to be nominated by the MERO in consultation with the MERC and MRM. The MERC will then advise other agencies.

The community is to be notified of the Centres location by various means such as through local radio stations and 774 ABC Radio.

The nominated Emergency Relief Centre will be under the authority of Victoria Police, and a Police representative will be in attendance on site. Council and Department of Human Services (DHS) representative(s) will also be in attendance to assist.

Refer to [Appendix B](#) for a list of ERC's and [Appendix C](#) for standard operating guidelines for ERCs

#### 5.5 Social, Health & Community Environment

There is significant evidence that shows social networks have an important affect on the impact of a disaster on people's health. Increased mental health problems; feelings of panic and anxiety, isolation, withdrawal and symptoms of prolonged stress are likely to be evident within the community.

Some people's networks will have been severely debilitated. In addition, anecdotal evidence from the 2009 Black Saturday bushfires suggests that men had been particularly affected by the fires and therefore the role of social support in recovery was critical.

Community based recovery strategies must recognise that different people will be at different



stages of grief and trauma and, that decisions about domestic and community reconstruction will take time.

A government review (*“Community recovery after the February 2009 Victorian bushfires: a rapid review”*, brokered by the Sax Institute for the Department of Health) identified critical community success factors in community-based recovery strategies.

These include:

- Involving communities in all aspects of decision making;
- Providing resources that give community members the time to participate;
- Consciously creating and building resources for recovery, be they physical, economic, social, psychological or spiritual;
- Recognising different people will be at different stages and that decisions about domestic reconstruction take time;
- Practically acknowledging that strong communities are diverse in their activities, opportunities and people;
- Supporting diverse activities and cultural roles (play can be as important as work);
- Being proactive in particular settings - for example, schools - with evidenced-supported interventions. This is known to create a sense of safety and security; and
- Enabling continuous research and feedback loops to monitor progress and ensure all parts of the community are reached.

#### 5.5.1 Personal Support

Definition: The term ‘personal support services’ refers to the process of assisting the diverse, immediate and longer-term personal needs of those people affected by the emergency. These services may be required in the short-term as part of an evacuation process or longer-term through home visits and at recovery centres.

Personal support includes outreach programs, debriefing, counselling and clinical mental health services, information services and general advisory and aid services at the emergency relief centre.

There may be some individuals and groups within the community who have special needs, for instance:

- Young children who need specialised support to help them understand the emergency event and to cope with the stress it has placed on them and their families;
- The frail aged and people with disabilities may require special assistance in the physical clean-up and re-establishment of destroyed property; and
- People on life support technology will require assistance in ensuring access to essential services such as power, gas and water.

Personal support services are most often provided on a one-to-one basis and comprise the full range of immediate needs following the provision of shelter, food and clothing.

The range of services that may be provided at an Emergency Relief Centre include the following:

- Information – (e.g. explain what’s happened, the services available; and what plans are in place);
- Practical assistance and advice;
- Comfort and reception;
- Referral to other agencies;
- Reassurance and security;
- Monitoring effects of the emergency on children and time away for families;

- Provide child-minding;
- Provision of transport;
- Advocacy, legal aid, insurance information / service points;
- Holding meetings/information distribution forums;
- Interpreters and translated information; and
- Tracing of relatives and loved ones.

Personal support volunteers may be provided by DHS, Red Cross, Victorian Council of Churches, Salvation Army or COS Community Health Service. Council will also work towards facilitating personal support training for COS staff and local community organisations.

#### 5.5.2 Catering

Emergency catering is provided for evacuees and emergency service workers. This may occur at the centre where they are based, or off-site at staging areas and outreach posts.

Requests for catering placed with the MERO will be directed to either the Salvation Army for field operations or the Red Cross or nominated local service providers for Hall / Relief Centre services when within the Shire boundary.

Initially emergency catering (i.e. light refreshments) can be provided by local service providers. Liaise with EHO regarding suitable premises.

Should the emergency extend beyond Council boundaries, or increase in duration then the Red Cross Regional Catering Coordinator should be notified as soon as possible and put on standby for any requests.

As part of Public Health Emergency Management Plan, Council's EHO will form and maintain relationships with local catering co-ordinators, to work towards mutual expectations for food safety.

In conjunction with staff responsible for relief/recovery centres, adequate tables, chairs, cutlery, crockery, rubbish bins and liners, hand washing facilities, urns and cooking utensils are available. An estimate number of people including children and people with special dietary requirements is needed.

*Where possible make every effort to use locally available resources for the preparation and distribution of meals.*

#### 5.5.3 Accommodation

Usually, most people make their own accommodation arrangements during an emergency. However, others may need immediate assistance and some may require extensive support over an extended period. Following are the short and long term accommodation arrangements.

##### Short term (up to 48 hours)

Emergency accommodation is the provision of short term shelter provided at emergency relief centres. Overall coordination of emergency accommodation rests with Victoria Police, supported by local Government or VICSES.

A number of council venues have been approved by the Municipal Emergency Management Planning Committee (MEMPC) (refer to [Appendix B – Emergency Relief](#))

Centres), but location should be assessed depending on the scale and location of the emergency.

Requests from the MERC to open a Relief Centre shall be actioned by the Municipal Recovery Manager (or their delegate) who will obtain the Manual and necessary keys, contact relevant personnel and equipment prior to attending the centre.

#### Temporary long term

In the provision of longer term temporary accommodation the matter may be referred to DHS, who can co-ordinate temporary accommodation through the Office of Housing, or Red Cross and possibly local accommodation providers. A list of registered prescribed accommodation premises can be obtained from the Environmental Health Services Unit.

When making accommodation arrangements it is important that the service is individualised and the following points considered:

- Many displaced persons prefer to remain at their home site, or at least in their neighbourhood;
- Where temporary relocation is necessary, individual and family needs should be taken into account;
- Any disruption to work, school or other social or domestic routines should be minimised;
- Temporary arrangements should be of sufficient standard to be suitable until re-establishment is possible;
- Consideration should be made for the length of time required for temporary arrangements;
- When temporary accommodation arrangements are made, they should allow for smooth transition to permanent accommodation at the earliest possible time; and
- Where items such as caravans, generators and water pumps need to be purchased or hired, or motels or bed & breakfasts needed, local businesses should be used whenever possible.

#### 5.5.4 Financial Assistance

Department of Human Services administers a range of personal hardship grants where a principal place of residence has been affected by a disaster or emergency or where an evacuation has been required. Further information on current grants can be found on the DHS website. [http://www.dhs.vic.gov.au/emergency/emergency\\_recovery](http://www.dhs.vic.gov.au/emergency/emergency_recovery)

People whose homes have been destroyed may require assistance with re-establishment. Even if fully insured, they may need access to information from insurance companies or help in dealing with insurance companies. The Insurance Disaster Response Organisation will coordinate an efficient industry response to the disaster.

Where people are not insured or are under-insured and do not have the resources to restore their losses, the following measures may be considered;

- Payment of personal hardship grants;
- Distribution of material aid;
- Distribution of financial appeal funds; and
- Availability of concessional loans.

#### Considerations for Council

- Council staff may be required to support DHS in the administering of the grants, basic

training and administrative skills will be required;

- The Grant application process can be difficult to those staff not used to being in confrontational circumstances i.e. telling affected persons they are not eligible for grants;
- People duplicating grant applications to receive more financial assistance; and
- Information dissemination: to inform those affected persons of the range of services offered by Government and community organisations regarding personal hardship grants, social security payments, low interest loans, compensation, insurance payments etc.

#### 5.5.5 Material Aid / Needs

Material Aid needs typically consists of clothing, bedding, toiletries, essential furniture, cooking equipment and toys. Consideration shall be given to specialised requirements for the care of infants, older people or people with disabilities.

When temporary accommodation is obtained, further material aid may be required, either on loan or permanently or through the Temporary Living Expenses Grant and the Re- Establishment Grant. Needs may include: white goods, furniture, soft furnishings, tools, kitchen utensils and home wares.

The Salvation Army is responsible for the co-ordination of material aid. COS and local supporting organisations will also assist in the collection and distribution of such aid. Where possible new or disused items should be distributed to those affected by the emergency.

In conjunction with the MRM, estimate the likely requirements for aid. Sometimes, specialised goods for the care of infants, older people or people with disabilities are required.

In conjunction with the Salvation Army, supporting organisations and local community groups, organise for the collection, transport, storage and distribution of material goods. A designated venue away from the ERC may need to be used, and a range of alternatives should be considered including utilising existing opportunity shops, or more preferably the use of vouchers.

#### 5.5.6 Donated Goods

Goods of all descriptions will be donated, but the need for donated goods should not be actively sought or advertised. Massive resources are required to store, sort and usually discard unwanted donated goods. Instead communications from federal, state and local government will encourage the community to donate monies to Appeal Funds when applicable.

#### 5.5.7 Culturally and Linguistically Diverse (CALD) considerations

Some CALD groups may have special requirements or they may have had traumatic experiences which could influence the affect the emergency has on them. Throughout the recovery process, particularly at emergency relief centres, the needs of CALD communities must be considered. It should also be recognised that due to the nature of emergency situations it may not be possible to accommodate all requirements.

Considerations may include:

- Use of interpreters;
- Multilingual signs;

- Translated material;
- Liaison with community organisations for specific requirements;
- Dietary requirements, including but not limited to halal and kosher;
- Religious practices, this may include a dedicated prayer room at a relief centre and affect diet and times of meals (e.g. Ramadan, Passover, Orthodox fasting);
- Clothing requirements;
- Use of ethnic radio and television to convey messages;
- Personal support requirements due to previous experiences; and
- Specific areas for different genders.

#### 5.5.8 Public Health

COS Public Health Unit addresses local arrangements for public health emergency management such as the following risk areas:

- Food safety (including donated food);
- Safe and adequate water supply;
- Infectious disease control;
- Emergency shelter and accommodation;
- Siting and layout of campsites;
- Waste collection and disposal;
- Wastewater management;
- Emergency toilets and ablution facilities;
- Vermin and vector control;
- Disposal of dead stock and other animals; and
- Pollution of water, land and air.

#### 5.6 Animal Welfare

In the event where animals are affected during and/or after an emergency, the organisations listed in [Appendix A – Agency Services Matrix](#) should be contacted to provide assistance with animal welfare.

Assistance required may be to:

- Destroy injured animals;
- Co-ordinate the disposal of dead animals;
- Co-ordinate emergency feed supplies;
- Identify holding areas and provide cages;
- Provide treatment for injured animals; and
- Reunite them with their owners.

#### 5.7 Built Environment

It is important to ensure that assets of the community damaged or destroyed during an emergency are re-established or replaced as soon as possible after the emergency.

Infrastructure assists individuals and communities in the management of their daily lives, but also forms an important part of community identity. Some public buildings have an important symbolic role, and their loss can have a severe negative impact on community morale.



It is essential that the COS Recovery Committee engage with the affected community to understand the community's restoration priorities, and to keep the community informed of recovery progress.

Built environment impacts include, but are not limited to:

- Electricity;
- Gas;
- Water;
- Telecommunications;
- Transport;
- Roads; and
- Other essential services (such as school, hospitals, emergency services, banking facilities and shops).

#### 5.7.1 Critical Infrastructure

Restoration of critical infrastructure must be undertaken with an awareness of the needs of vulnerable individuals and communities.

Buildings, both private and public, and other infrastructure is an integral part of a community's identity. Public buildings in particular, may have a symbolic 'anchoring' role and their loss can impact negatively on a community's collective morale.

#### 5.7.2 Essential Services

Essential services such as electricity, gas, water, sewerage, and telecommunications will also need to be examined. Priority should be given to these facilities to ensure that the affected community can begin to function normally.

Council's EHO can assist with identifying the suitability of occupancy of properties serviced by septic system.

#### 5.7.3 Properties

Changes to the Planning legislation may be required to make the approval process quicker. This was such the case following the 2009 bushfires where the adoption of the Bushfire Attack Level (BAL) into the State building regulations required standards of accreditation for building materials to meet the relevant BAL levels. This caused delays in the issuing of building permits for dwellings.

A high priority for the Community Recovery Committees and other community support groups is to facilitate the return to properties through advocating for more suitable temporary accommodation options onsite and ensuring residents are kept informed and engaged in community events and support mechanisms.

All available transport and engineering resources within the municipality should be identified. This will include specialist and technical advice and deployment of those resources.

All requests for transport and engineering should be directed to the Municipal Emergency Response Coordinator, who will request them through the Municipal Emergency Resource Officer.

Municipal resources should be used in the first instance or through alternate arrangements prior to engaging private contractors.

Council will facilitate clean-up activities only on council land. The MEMP contains a list of contractors who can be contacted to assist the community with clean-up on private land.

The recovery support actions for 'built environment' should be undertaken and coordinated through an established local or regionally developed group.

Key Stakeholders may include (but not be limited to):

- Community Recovery Committees;
- Colac Otway Shire;
- Established Recovery & Reconstruction groups;
- Building Commission;
- Department of Planning and Community Development (DPCD);
- Utilities -Telstra;
- Department of Education and Early Childhood Development (DEECD);
- VicRoads; and
- Sport and Recreation Victoria.

This established group would assist to:

- Facilitate timely reconstruction of private and public assets;
- Promote appropriate and sustainable forms of development; and
- Facilitate and support people returning to their property.

## 5.8 Natural Environment

Emergency events (particularly bushfires) can have had a significant impact on the natural environment. These impacts include, but are not limited to

- Air quality;
- Water quality (including catchment management);
- Land degradation and contamination; and
- Natural environment (including public lands and National Parks).

Landholders in COS have always had a strong relationship with the land. Natural recovery of the land can be just as important to the health and wellbeing of people as it is to the environment.

Landcare groups are well established in the area and can provide social interaction and community connectedness as well as environmental improvements. As the land takes time to recover, land managers may feel overwhelmed by the amount of work they may be faced with.

An important element of recovery is education and support for land managers to help prioritise works and learn practical steps that they can implement to use their time and any funding most efficiently.

COS has a strong representation of community groups dedicated to the environment and where possible they should be utilised for recovery projects.

This includes but is not limited to:

- Replacement of vegetation and shelter;
- Injured native fauna;
- Waterway protection;
- Weed and vermin control;
- Waste Management; and
- Erosion Control.

A 'Natural Environment Recovery Working Group' may be established to coordinate natural environment recovery programs across both public and private land.

Key Stakeholders may include (but not be limited to):

- Community Recovery Committees;
- Landholders;
- Colac Otway Shire;
- Established Recovery & Reconstruction groups;
- Landcare Groups;
- Environmental Action Groups;
- Barwon Water;
- Department of Sustainability & Environment (DSE);
- Department of Primary Industries (DPI);
- VicRoads; and
- Sport and Recreation Victoria.

This group would assist to:

- Coordinate activities and support programs relating to natural environment recovery;
- Make recommendations to Council, regional committees and taskforces on natural environment recovery issues from a community perspective;
- Advocate for and act as a steering committee for funding of local environment projects;
- Develop and implement coordinated environment recovery programs on priority issues;
- Identify needs and coordinate information sessions, workshops and forums on relevant topics;
- Share and report relevant information from regional meetings and make recommendations on issues/ideas to be raised at regional meetings; and
- Provide consistent messages across Council and the community on natural environment recovery processes.

This working group should also maintain key links with any established 'regional' environment working groups.

## **5.9 Economic Environment**

The economic impact of an emergency is often hidden, and may need a detailed assessment to ascertain both immediate and long-term effects.

The objective is to ensure that economic wellbeing is re-established and that financial hardships for the affected community are lessened.

This may include, but is not limited to:

- Tourism industry;
- Small business; and
- Primary producers.

Emergencies may damage the economic base of a community through destruction of industries, places of employment, including the tourist industry and farms. This is a long term program that is concerned with ensuring that farms and small businesses receive assistance (such as concessional loans and grants) to stimulate their recovery. It is also concerned, broadly, with the recovery of the affected area's economic and commercial infrastructure.

It is also important that local businesses and suppliers are used during the recovery process as it has a positive impact on the economic recovery of the local community.

The recovery actions should be undertaken and coordinated through an established local or regionally developed 'economic' group. Key Stakeholders may include (but not be limited to):

- Regional Development Victoria;
- Office of the Victorian Small Business Commissioner;
- Small Business Mentoring Service;
- COS Tourism Association;
- Agribusiness associations (regional);
- Homebiz network; and
- Rural Finance Corporation.

This group should be established to assist with:

- Consultation and stakeholder engagement, develop knowledge and information systems that identify the medium to long term recovery needs of businesses affected by the event;
- Developing and coordinating local, regional and metropolitan programs and events that will assist the recovery of businesses affected by the event;
- Informing and influencing Government and associated agencies in relation to programs and funding needs to aid business recovery;
- Publicising and facilitating access to support services that will assist the recovery of businesses affected by the event; and
- Monitoring and reporting to stakeholders and Government on the outcomes of business recovery programs.

COS will maintain involvement throughout the 'economic' recovery process and will:

- Develop an Economic Strategy;
- Ensure local contractors are used in the recovery process and, if unable, develop strategies to support local contractors;
- Conduct local network meetings;
- Supply Business Support Officer's to provide independent business development advice to COS businesses impacted by the event; and
- Establish a small business mentoring service to businesses either directly or indirectly impacted.

## 5.10 Resources

### 5.10.1 Municipal Resources

Municipalities have a responsibility to plan and supply of municipal resources from within the municipal area in the event of an emergency, in accordance with the Emergency Management Act 1986, Part 4 - Responsibilities of Municipal Councils.

If COS is unable to supply, then it is passed through the Municipal Emergency Resource Officer (MERO) to the Municipal Emergency Response Coordinator (MERC) to the Regional Emergency Response Coordinator (RERC).

Control Agencies or local support agencies must use resources of their own agency first.

#### Municipal Resource Sharing

Emergencies sometimes require councils to source additional resources to ensure that the affected community is restored to normal function as efficiently as possible. Some emergency response agencies have agreements for mutual aid with kindred organisations that allows them to plan appropriately for responding to large scale or complex emergencies.

Council emergency management resources are generally sourced from within the municipal boundaries where the emergency occurs, which can impact significantly on the resources of the responsible council, particularly for larger or more complex emergencies.

COS has mutual aid agreements in place with other neighbouring Councils as well as being included on the Municipal Association of Victoria's (MAV) Inter-Council Emergency Management Resource Sharing protocol.

For more information and specific details on resource sharing, refer to the MEMP.

#### 5.10.2 Regional Resources

If it becomes apparent that an emergency will exceed the capacity of a municipal council to perform emergency relief or recovery functions, the municipal council may request the relevant Regional Recovery Coordinator (DHS) to coordinate emergency relief or recovery at the regional level. If the request cannot be supplied at the regional level, the request passes through the Regional Emergency Response Coordinator (RERC) to State level.

#### 5.10.3 State Resources

Supply from resources of other States (other regions) including inter-agency and inter-government liaison and co-ordination; facilitation, support and resourcing of operations; and policy issues relating to recovery. If unable to supply, passes through the State Coordinator to Emergency Management Australia, Canberra.

#### 5.10.4 Commonwealth Resources

Supply from Commonwealth Agencies or other states of resources including financial assistance through the Natural Disaster Relief Arrangements. (NDRA)

#### 5.10.5 Community Organisations Resources

Many community organisations will have resources that can be of use in an emergency. It is the responsibility of COS to provide the management system to coordinate offers of assistance from these organisations.

A register of contact details of organisations able to assist will be maintained by the municipality.

#### 5.10.6 Resource Supplementation

Resource Supplementation at municipal level occurs when functional services or control authorities exhaust their own avenues of supply and there is a requirement for continued supply.

Functional Service agencies supplying a service and requiring additional resources will put their request to the MERO. The control and support agencies will make their request through the Municipal Emergency Response Co-ordinator.

The MERO will endeavour to obtain those resources through existing municipal arrangements. If unsuccessful, the request will be passed through the Municipal Emergency Response Coordinator to the Regional Emergency Response Co-ordinator. The DHS Regional Headquarters will action the request on behalf of the Regional Emergency Response Coordinator.



#### 5.10.7 Volunteers

Emergencies may provoke a desire by community members to assist the affected community. The use of volunteers to deliver services is often employed in these situations.

Volunteers are required to be trained to have extensive knowledge and/or experience in the tasks they are to carry out. There may also be unsolicited offers of voluntary support.

Using volunteers can be an effective way of getting the community to manage its recovery however; there are a number of issues that need to be considered:

- Use of volunteers from outside the affected area may cause resentment within the affected area. Volunteering aids community strengthening and the recovery process;
- Volunteers may not be appropriate for tasks;
- Volunteers may not be appropriately skilled;
- Managers need to be aware of the motivation of volunteers which may be to deflect personal grief;
- Insurance and duty of care needs to be clarified to ensure volunteers are fully covered;
- The process for recording offers of voluntary support and allocating volunteers needs to be clear;
- Unsolicited volunteers will call many different organisations with their offer of support, causing more work for each organisation;
- Consistent messages must be provided to the community about volunteering;
- If a volunteer has not heard from an organisation, they may become frustrated; and
- Offers of voluntary support need to be acknowledged, both in the initial stages and after the conclusion of recovery activities.

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| C - ERC Standard Operating Guidelines    |
| D - MRM Operational Guidelines           |
| E - Single Incident Emergency Assistance |
| F - Glossary of Terms                    |

APPENDIX A

Agency Services Matrix



- LEGEND**  
 ● Primary Provider  
 ○ Secondary Provider

| Service Provider                                 | Disaster Relief & Community Assistance |                    |              |                         |                |                             |                         |              |                           |                           | Recovery         |                |                     |                        |                      |                       |                                |                         |                                |                                |                           |                          |                           |                              |                           |                            |                              |  |  |
|--------------------------------------------------|----------------------------------------|--------------------|--------------|-------------------------|----------------|-----------------------------|-------------------------|--------------|---------------------------|---------------------------|------------------|----------------|---------------------|------------------------|----------------------|-----------------------|--------------------------------|-------------------------|--------------------------------|--------------------------------|---------------------------|--------------------------|---------------------------|------------------------------|---------------------------|----------------------------|------------------------------|--|--|
|                                                  | Immediate need                         |                    |              | Temporary Accommodation |                |                             | Material Aid            |              |                           | Financial Assist          | Personal Support |                | Built Recovery      |                        | Environment Recovery | Economic Recovery     |                                |                         |                                |                                |                           |                          |                           |                              |                           |                            |                              |  |  |
|                                                  | Catering / Food                        | First Aid / Health | Registration | Volunteers              | Communications | Environmental Health Advice | Emergency Shelter (ERC) | ERC Security | Post Crisis Accommodation | Longer term Accommodation | Clothing         | Personal Items | Household Furniture | Mattresses and Bedding | Grants & Subsidies   | Financial Counselling | Counselling & Personal Support | Community Redevelopment | Restoration of Roads & Bridges | Provision of Plant & Equipment | Property Advise & Permits | Land Clearing & Clean-up | Manage/ Protect Waterways | Land Rehabilitation Programs | Small Business Assistance | Economic Recovery Programs | Animal Welfare & Agriculture |  |  |
| Coliac Otway Shire                               | ○                                      |                    |              |                         | ○              |                             |                         |              |                           |                           |                  |                |                     |                        |                      |                       |                                |                         |                                |                                |                           |                          |                           |                              |                           |                            |                              |  |  |
| ABC Radio (774)                                  |                                        |                    |              |                         | ○              |                             |                         |              |                           |                           |                  |                |                     |                        |                      |                       |                                |                         |                                |                                |                           |                          |                           |                              |                           |                            |                              |  |  |
| Ambulance Victoria                               |                                        | ●                  |              |                         |                |                             |                         |              |                           |                           |                  |                |                     |                        |                      |                       |                                |                         |                                |                                |                           |                          |                           |                              |                           |                            |                              |  |  |
| Centralink                                       |                                        |                    |              |                         |                |                             |                         |              |                           |                           |                  |                |                     |                        |                      |                       |                                |                         |                                |                                |                           |                          |                           |                              |                           |                            |                              |  |  |
| Australian Red Cross Victoria                    | ●                                      | ○                  |              |                         |                |                             |                         |              |                           |                           |                  |                |                     |                        |                      |                       |                                |                         |                                |                                |                           |                          |                           |                              |                           |                            |                              |  |  |
| Brotherhood of St Laurence                       |                                        |                    |              |                         |                |                             |                         |              |                           |                           |                  |                |                     |                        |                      |                       |                                |                         |                                |                                |                           |                          |                           |                              |                           |                            |                              |  |  |
| Community Information Centre                     |                                        |                    |              |                         |                |                             |                         |              |                           |                           |                  |                |                     |                        |                      |                       |                                |                         |                                |                                |                           |                          |                           |                              |                           |                            |                              |  |  |
| Department of Human Services (DHS)               |                                        |                    |              |                         |                |                             |                         |              |                           |                           |                  |                |                     |                        |                      |                       |                                |                         |                                |                                |                           |                          |                           |                              |                           |                            |                              |  |  |
| Department of Primary Industries (DPI)           |                                        |                    |              |                         |                |                             |                         |              |                           |                           |                  |                |                     |                        |                      |                       |                                |                         |                                |                                |                           |                          |                           |                              |                           |                            |                              |  |  |
| Department of Sustainability & Environment (DSE) |                                        |                    |              |                         |                |                             |                         |              |                           |                           |                  |                |                     |                        |                      |                       |                                |                         |                                |                                |                           |                          |                           |                              |                           |                            |                              |  |  |
| Local Churches                                   |                                        |                    |              |                         |                |                             |                         |              |                           |                           |                  |                |                     |                        |                      |                       |                                |                         |                                |                                |                           |                          |                           |                              |                           |                            |                              |  |  |
| Environment Protection Authority (EPA)           |                                        |                    |              |                         |                |                             |                         |              |                           |                           |                  |                |                     |                        |                      |                       |                                |                         |                                |                                |                           |                          |                           |                              |                           |                            |                              |  |  |
| Food Bank Victoria                               | ○                                      |                    |              |                         |                |                             |                         |              |                           |                           |                  |                |                     |                        |                      |                       |                                |                         |                                |                                |                           |                          |                           |                              |                           |                            |                              |  |  |
| ISIS Primary Care                                |                                        | ○                  |              |                         |                |                             |                         |              |                           |                           |                  |                |                     |                        |                      |                       |                                |                         |                                |                                |                           |                          |                           |                              |                           |                            |                              |  |  |
| Landscape Groups                                 |                                        |                    |              |                         |                |                             |                         |              |                           |                           |                  |                |                     |                        |                      |                       |                                |                         |                                |                                |                           |                          |                           |                              |                           |                            |                              |  |  |
| Local Lions Clubs                                | ○                                      |                    |              |                         |                |                             |                         |              |                           |                           |                  |                |                     |                        |                      |                       |                                |                         |                                |                                |                           |                          |                           |                              |                           |                            |                              |  |  |
| Barwon Water                                     |                                        |                    |              |                         |                |                             |                         |              |                           |                           |                  |                |                     |                        |                      |                       |                                |                         |                                |                                |                           |                          |                           |                              |                           |                            |                              |  |  |
| Community Health Service Parks Victoria          |                                        |                    |              |                         |                |                             |                         |              |                           |                           |                  |                |                     |                        |                      |                       |                                |                         |                                |                                |                           |                          |                           |                              |                           |                            |                              |  |  |

Coliac Otway Shire - Recovery Plan (Appendix A)

June 2011

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**LEGEND**

● Primary Provider  
○ Secondary Provider

| Service Provider                                      | Immediate need  |                    |              |            | Temporary Accommodation |                             |                         | Material Aid |                           |                           | Financial Assist |                | Personal Support    |                        | Built Recovery     |                       |                                | Environment Recovery    |                                |                                | Economic Recovery         |                          |                           |                              |                           |                            |                              |
|-------------------------------------------------------|-----------------|--------------------|--------------|------------|-------------------------|-----------------------------|-------------------------|--------------|---------------------------|---------------------------|------------------|----------------|---------------------|------------------------|--------------------|-----------------------|--------------------------------|-------------------------|--------------------------------|--------------------------------|---------------------------|--------------------------|---------------------------|------------------------------|---------------------------|----------------------------|------------------------------|
|                                                       | Catering / Food | First Aid / Health | Registration | Volunteers | Communications          | Environmental Health Advice | Emergency Shelter (ERC) | ERC Security | Post Crisis Accommodation | Longer term Accommodation | Clothing         | Personal Items | Household Furniture | Mattresses and Bedding | Grants & Subsidies | Financial Counselling | Counselling & Personal Support | Community Redevelopment | Restoration of Roads & Bridges | Provision of Plant & Equipment | Property Advise & Permits | Land Clearing & Clean-up | Manage/ Protect Waterways | Land Rehabilitation Programs | Small Business Assistance | Economic Recovery Programs | Animal Welfare & Agriculture |
| Corangamite Catchment Management Authority            | ○               |                    |              | ○          |                         |                             |                         |              |                           |                           | ○                |                |                     | ○                      |                    |                       |                                |                         |                                |                                | ○                         | ○                        | ○                         |                              |                           |                            |                              |
| Salvation Army                                        |                 |                    |              |            |                         |                             |                         |              |                           |                           |                  |                |                     |                        |                    |                       |                                |                         |                                |                                |                           |                          |                           |                              |                           |                            |                              |
| Security Company                                      |                 |                    |              |            |                         |                             | ○                       |              |                           |                           |                  |                |                     |                        |                    |                       |                                |                         |                                |                                |                           |                          |                           |                              |                           |                            |                              |
| St John Ambulance                                     |                 | ○                  |              |            |                         |                             |                         |              |                           |                           |                  |                |                     |                        |                    |                       |                                |                         |                                |                                |                           |                          |                           |                              |                           |                            |                              |
| St Vincent De Paul                                    |                 |                    |              |            |                         |                             |                         |              |                           |                           | ●                |                |                     |                        |                    |                       |                                | ○                       |                                |                                |                           |                          |                           |                              |                           |                            |                              |
| Telstra                                               |                 |                    |              |            | ○                       |                             |                         |              |                           |                           |                  |                |                     |                        |                    |                       |                                |                         |                                |                                |                           |                          |                           |                              |                           | ○                          | ○                            |
| Powercor                                              |                 |                    |              |            | ○                       |                             |                         |              |                           |                           |                  |                |                     |                        |                    |                       |                                |                         |                                |                                |                           |                          |                           |                              |                           | ○                          |                              |
| VicRoads                                              |                 |                    |              |            |                         |                             |                         |              |                           |                           |                  |                |                     |                        |                    |                       |                                |                         |                                |                                |                           |                          |                           |                              |                           |                            | ○                            |
| Victoria Police                                       |                 |                    | ●            |            |                         |                             |                         | ●            |                           |                           |                  |                |                     |                        |                    |                       |                                |                         |                                |                                |                           |                          |                           |                              |                           |                            |                              |
| Victorian Council of Churches                         |                 |                    |              |            |                         |                             |                         |              |                           |                           |                  |                |                     |                        | ○                  |                       |                                |                         |                                |                                |                           |                          |                           |                              |                           |                            |                              |
| Victorian Interpreting and Translation Service (VITS) |                 |                    |              |            | ○                       |                             |                         |              |                           |                           |                  |                |                     |                        |                    |                       |                                |                         |                                |                                |                           |                          |                           |                              |                           |                            |                              |
| Wireless Institute (WICEN) Emergency Network          |                 |                    |              |            | ○                       |                             |                         |              |                           |                           |                  |                |                     |                        |                    |                       |                                |                         |                                |                                |                           |                          |                           |                              |                           |                            |                              |

APPENDIX B - ERO Locations



| Emergency Relief Centre                                           | Township          | Address                                          |
|-------------------------------------------------------------------|-------------------|--------------------------------------------------|
| <b>Tier 2 and 3 emergency events</b>                              |                   |                                                  |
| <b>Blue Water Fitness</b>                                         | <b>Colac</b>      | <b>Hearn Street, Colac</b>                       |
| <i>Colac back up venue (if Blue Water Fitness is unavailable)</i> | Colac             | 38 Colac-Lavers Hill Rd, Colac                   |
| Colac Turf Club                                                   |                   |                                                  |
| <b>Apollo Bay P-12 College</b>                                    | <b>Apollo Bay</b> | <b>20 Pengilley Avenue<br/>Apollo Bay</b>        |
| <i>Back up venue (if Apollo Bay P-12 College is unavailable)</i>  | Apollo Bay        | Youth Club                                       |
| Apollo Bay Youth Club or<br>Recreation Reserve                    |                   | 21 Moore Street Apollo Bay<br>Recreation Reserve |
|                                                                   |                   | 70 Great Ocean Road<br>Apollo Bay                |
| <b>Tier 1 emergency events (Local impact only)</b>                |                   |                                                  |
| Blue Water Fitness                                                | Colac             | Hearn Street, Colac                              |
| Apollo Bay P-12 College                                           | Apollo Bay        | 20 Pengilley Avenue, Apollo Bay                  |
| Forrest Hall                                                      | Forrest           | Grant Street, Forrest                            |
| Birregurra Hall and Recreation Reserve                            | Birregurra        | Barry Street, Birregurra                         |
| Wye River Surf Club                                               | Wye River         | Great Ocean Road, Wye River                      |
| Lavers Hill Hall                                                  | Lavers Hill       | Lavers Hill Road                                 |



APPENDIX C



# Colac Otway Shire

Emergency Relief Centre  
Standard Operating Guidelines

Emergency Management Recovery - Version 1.0

August 2011

ERC Standard Operating Guidelines

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This document was initially developed by the Shire of Yarra Ranges and surrounding councils in the Eastern Metropolitan Region. This was in response to the experience gained from the Black Saturday Bushfires for the benefit of Emergency Management Relief.

Colac Otway Shire have adopted these guidelines (with relevant amendments) based on being able to utilise best practice principals and the knowledge, experience and learnings obtained by these councils.

Whilst all care has been taken to ensure this document covers the major components of operating an Emergency Relief Centre, it cannot provide for every scenario.

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## FORWARD

*"By failing to prepare, you are preparing to fail..." Benjamin Franklin*

The Victorian *Emergency Management Act 1986* outlines the key framework for the State's emergency management arrangements and within that, the role for local government in the response and delivery of municipal emergency management services. This role is integral to the public and their ability to relocate, seek emergency assistance and ideally return to their homes once the emergency has passed.

Requests for Emergency Relief to support communities should, in the first instance, be directed to the municipal council via the Municipal Emergency Response Coordinator (MERC), whose position is filled locally by the Police. The MERC liaises closely with the Council's Municipal Emergency Resources Officer (MERO) and Municipal Recovery Manager (MRM). Together, this team determines the most appropriate action to provide for the community's safety.

Councils must have internal arrangements in place to commit council resources to support local relief and recovery activities. It is the role of the Emergency Relief Team to respond when an emergency situation arises, whether it is a natural disaster such as bushfire or landslip, or other type of disaster such as tanker explosion or industrial fire, to assist residents affected from that moment on, until they can safely return home.

This can require the co-ordination of municipal and community resources and liaising with relevant support agencies. During an emergency situation, it is sometimes necessary to open one or more Emergency Relief Centres to provide registration facilities and immediate support for persons affected by an emergency. These centres are coordinated and staffed by Council together with other support agencies such as Red Cross, Salvation Army, DHS and Police being in attendance, as the situation scales up or down.

After an emergency occurs, Emergency Relief Centres may simply close or transition to Recovery Centres, which are established to provide a one-stop shop offering information, advice, material goods and emergency financial aid to affected residents for as long as reasonably necessary. Recovery Centres may not necessarily be at the same location at the Emergency Relief Centre.

ERC Standard Operating Guidelines

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### DOCUMENT INFORMATION

| Criteria         | Details                           |
|------------------|-----------------------------------|
| Document title:  | ERC Standard Operating Guidelines |
| Document owner:  |                                   |
| Document Editor: |                                   |

ERC Standard Operating Guidelines

### VERSION CONTROL

| Version | Date     | Description                        |
|---------|----------|------------------------------------|
| V1.0    | 4/8/11   | Re-formatted & updated to suit COS |
| V8      | 24/11/11 | Re-formatted & updated to suit COS |
|         |          |                                    |
|         |          |                                    |
|         |          |                                    |
|         |          |                                    |
|         |          |                                    |
|         |          |                                    |

ERC Standard Operating Guidelines

## ACRONYMS / GLOSSARY OF TERMS

| Abbreviation | Description                                                                                                                                              |
|--------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|
| Activation   | Staff resources are deployed to commence an allocated role and proceed with required duties.                                                             |
| CALD         | Culturally and Linguistically Diverse                                                                                                                    |
| CMLO         | Communication & Media Liaison Officer                                                                                                                    |
| COS          | Colac Otway Shire                                                                                                                                        |
| DHS          | Department of Human Services                                                                                                                             |
| EMMV         | Emergency Management Manual Victoria                                                                                                                     |
| ERC          | Emergency Relief Centre                                                                                                                                  |
| ERCA         | Emergency Relief Centre Administration                                                                                                                   |
| ERCAM        | Emergency Relief Centre Animal Management                                                                                                                |
| ERCI         | Emergency Relief Centre IT Support                                                                                                                       |
| ERCM         | Emergency Relief Centre Manager                                                                                                                          |
| ERCOS        | Emergency Relief Centre Operations Support                                                                                                               |
| ERCS         | Emergency Relief Centre Support Team                                                                                                                     |
| Escalation   | Refer to a higher authority in order to make decisions or request assistance or resources.                                                               |
| ESO          | Emergency Service Organisation                                                                                                                           |
| MECC         | Municipal Emergency Coordination Centre                                                                                                                  |
| MERC         | Municipal Emergency Response Co-ordinator, Victoria Police                                                                                               |
| MERO         | Municipal Emergency Resource Officer                                                                                                                     |
| MOU          | Memorandum Of Understanding                                                                                                                              |
| MRM          | Municipal Recovery Manager                                                                                                                               |
| NRIS         | National Registration & Enquiry System                                                                                                                   |
| NSP          | Neighbourhood Safer Place                                                                                                                                |
| On Call      | Staff resources are placed on alert to be ready to respond if needed. Staff will continue their normal duties and maintain core business whilst on call. |
| SIC          | State Inquiry Centre                                                                                                                                     |
| SMEAC        | Standard briefing format (Situation, Mission, Execution, Administration, Command & Communication)                                                        |
| Standby      | Staff are notified to be ready for activation and are taken offline. (This may include resting at home for after hours activation)                       |
| TIS          | Telephone Interpreting Service                                                                                                                           |
| VicPol       | Victoria Police                                                                                                                                          |
| VOLS         | Venue Operations & Logistics Supervisor                                                                                                                  |

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SECTION 1

INTRODUCTION

ERC Standard Operating Guidelines

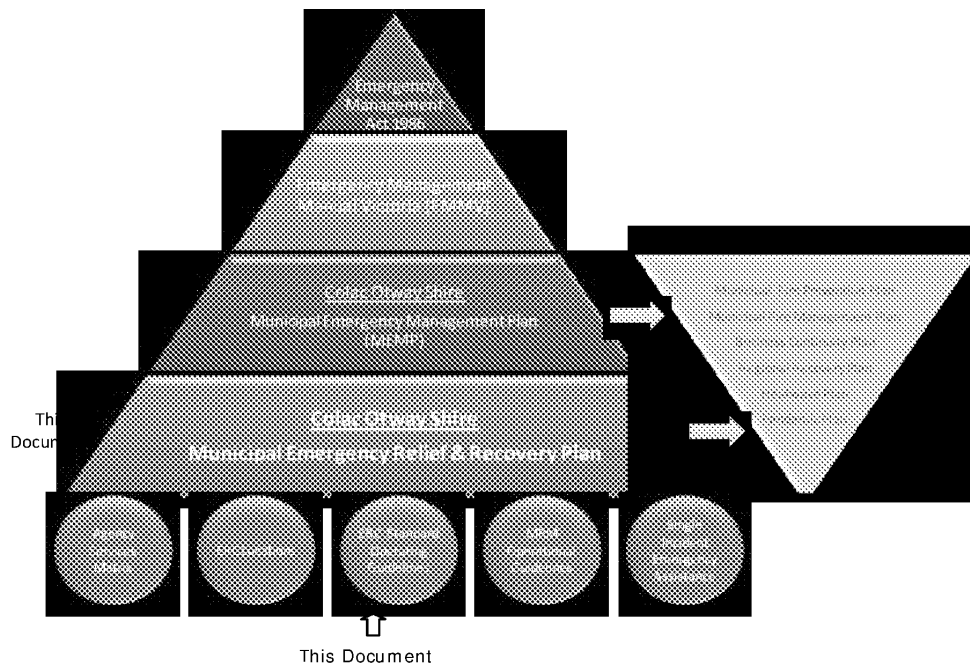
1.1 Purpose

This document provides a guideline for the activation, set-up, operation and running of an ERC as well as specific arrangements for the nominated ERC's in the Colac Otway Shire. This approach has been adopted to ensure that all emergencies of a large scale can be adequately resourced to ensure the community's safety and welfare.

1.2 Emergency Management Document Structure

This document is a sub-plan of the Municipal Emergency Management Plan (MEMP) or the Municipal Emergency Relief and Recovery Plan. This document should be taken into context and therefore should be read and applied in conjunction with the MEMP, Municipal Emergency Sub-Plans relevant to Recovery and information which forms part of the overall MEMP for response and recovery.

The following diagram outlines the usual 'hierarchy' documentation structure in place:



The ERC Standard Operating Guidelines should be read in conjunction with the above Emergency Management documents.

1.3 Audience

This document has been developed to provide guidance to all parties involved in the arrangements for the activation, set-up and management of an ERC during the relief and recovery phase.



ERC Standard Operating Guidelines

1.4 Emergency Relief Centre Model

The Colac Otway Shire ERC model is based on a hierarchy and the categorisation of emergencies using a 'tier' rating:

| Category                 | Description                                                           | Relief Centre                                          | Relief Centre staff resources                                 |
|--------------------------|-----------------------------------------------------------------------|--------------------------------------------------------|---------------------------------------------------------------|
| Tier 1<br>(Small Scale)  | Geographically contained and has relatively limited impacts           | Local Emergency Relief Centres                         | Municipal Recovery Manager (MRM)<br>ERC Administration (ERCA) |
| Tier 2<br>(Medium Scale) | Likely to be geographically larger and has relatively serious impacts | Colac Blue Water Fitness and or Apollo Bay P-12 School | Selected ERC Teams                                            |
| Tier 3<br>(Large Scale)  | Wide geographical impact with high order impacts                      | Colac Blue Water Fitness and or Apollo Bay P-12 School | Full deployment of ERC Teams with rostered shifts             |

Commonly the majority of emergency events are Tier 1 category. This will generally only require the support of the Municipal Recovery Manager (MRM) and Emergency Relief Centre Administration (ERCA).

This document and the arrangements outlined in this document are aimed at events categorised as medium or large (Tier 2/3) scale.

A Tier 1 event may only require the opening of a venue and setting up the venue with resource kits. If the emergency escalates, and a Local Emergency Relief Centres is no longer appropriate, a Tier 2/3 ERC will be activated.

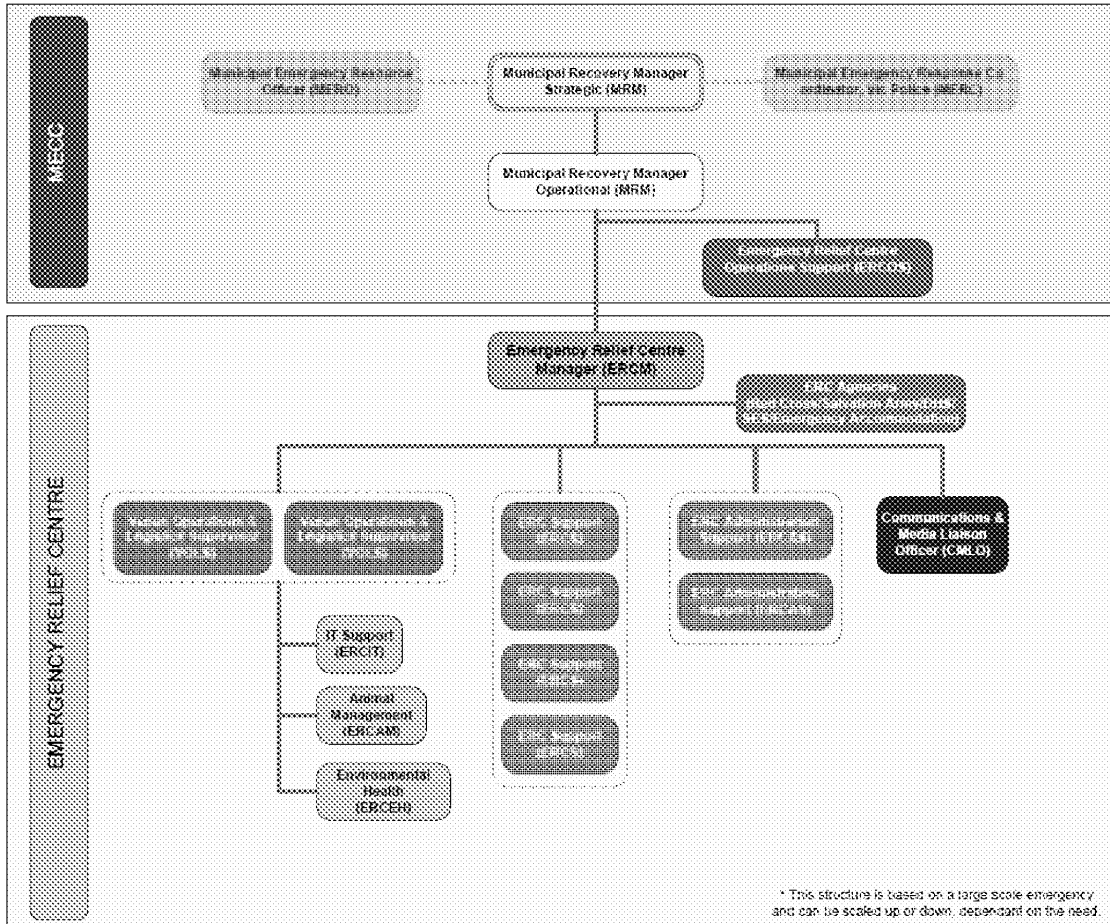
SECTION 2

ROLES & RESPONSIBILITIES

ERC Standard Operating Guidelines

2.1 ERC Team Structure

The Staffing structure of the ERC Teams is outlined as follows:



ERC Standard Operating Guidelines

2.2 ERC Team Roles

The roles of the ERC team members are summarised below. More detailed role statements for each position are located in [Section 7](#).

Functions for each role below are based on a medium or large scale (Tier 2/3) event.

| Role              |                                            | Function/ Responsibilities include but are not limited to:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|-------------------|--------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| LGA staff         |                                            | Based at MECC                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| MRM               | Strategic                                  | <ul style="list-style-type: none"> <li>Located in the Municipal Emergency Coordination Centre (MECC) during the emergency situation</li> <li>Immediately following an emergency, assist with the establishment of priorities and needs for the restoration of services to our community</li> <li>Establish &amp; co-ordinate Community Recovery Committee</li> </ul>                                                                                                                                                                                                                         |
| MRM or Deputy MRM | Operational                                | <ul style="list-style-type: none"> <li>Located in the Municipal Emergency Coordination Centre (MECC) during the emergency situation</li> <li>Provide support and guidance to the ERC Manager</li> <li>Fully delegated powers to deploy and manage Council's resources during recovery</li> <li>Co-ordination of Municipal and Community resources</li> <li>Liaison with relevant agencies</li> <li>Establish &amp; co-ordinate ERC's (during the incident) and establish &amp; co-ordinate Recovery Centres (after the incident).</li> </ul>                                                 |
| ERCOS             | Emergency Relief Centre Operations Support | <ul style="list-style-type: none"> <li>To support the function of the Municipal Recovery Manager – Operational</li> <li>Liaise and provide support to the ERC Team through the MECC</li> <li>Rostering of ERC staff</li> <li>Logging of requests</li> <li>Communication of requests to MECC</li> <li>Maintenance of centre log</li> </ul>                                                                                                                                                                                                                                                    |
| LGA Staff         |                                            | Based at ERC                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| ERCM              | Emergency Relief Centre Manager            | <ul style="list-style-type: none"> <li>Has skill set to make decisions and prioritise tasks without direction</li> <li>Overall management and control of centre</li> <li>Authority of Approval of agencies to operate in centre</li> <li>Control and sign off on communication from centre</li> <li>Information/data collection</li> <li>Conduct daily briefings for agencies/staff</li> <li>Authorisation of expenditure</li> <li>Oversee &amp; control of overall setup of centre/ location of agencies</li> <li>Overseeing relief team</li> <li>Debriefing relief team on site</li> </ul> |
| VOLS              | Venue Operations & Logistics Supervisor    | <ul style="list-style-type: none"> <li>Under direction of ERC Manager</li> <li>Overall responsibility for logistics and operation of centre</li> <li>Cleaning</li> <li>Catering</li> <li>Furniture</li> <li>Placement of signage/ info boards etc</li> <li>Equipment – bedding, play equipment &amp; areas, televisions etc</li> <li>Direction of security staff</li> <li>Supervision of traffic Management</li> <li>Facilitate IT</li> </ul> <p>Oversee venue for OH&amp;S and Risk Management issues</p>                                                                                   |
| ERCS              | Emergency Relief Centre Support team (4)   | <ul style="list-style-type: none"> <li>Report to ERC Manager</li> <li>Meet and greet at point of entry (minimum 2)</li> <li>Marshalling and direction of evacuees within Centre – meals etc</li> <li>Assistance with information to residents</li> <li>Co-ordination of sleeping arrangements</li> </ul>                                                                                                                                                                                                                                                                                     |

ERC Standard Operating Guidelines

| Role  |                                     | Function/ Responsibilities include but are not limited to:                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|-------|-------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|       |                                     | <ul style="list-style-type: none"> <li>• Child care support – play activities (if needed) (minimum 1)</li> <li>• Identification of individuals requiring personal support and referral to personal support agency</li> <li>• Keep centre orderly</li> </ul>                                                                                                                                                                                                                                     |
| ERCA  | Administration support officers (2) | <ul style="list-style-type: none"> <li>• Report to ERC Manager</li> <li>• Assistance with electronic registration NRIS</li> <li>• Logging of requests</li> <li>• Communication of requests to MECC</li> <li>• Maintenance of centre log</li> <li>• Update of data on use of centre– numbers of evacuees attending, registration of volunteers, sign in and out of staff etc</li> <li>• Collation of incoming information/ communications from MECC</li> </ul>                                   |
| CMLO  | Communications/ Media Support       | <ul style="list-style-type: none"> <li>• Under direction of ERC Manager</li> <li>• Communication with MECC/ICC</li> <li>• Preparation of daily briefings for sign off by ERC Manager</li> <li>• Management of media enquiries</li> <li>• Control and interaction with media wishing to enter/operate in centre</li> <li>• Daily update for centre – information boards, info sheets</li> <li>• Management of politicians visits</li> <li>• Situation update from ICC/MECC for public</li> </ul> |
| ERCIT | IT Support                          | <ul style="list-style-type: none"> <li>• Ensure IT infrastructure connected</li> <li>• Fix problems as they arise</li> </ul>                                                                                                                                                                                                                                                                                                                                                                    |
| ERCAM | Animal Management                   | <ul style="list-style-type: none"> <li>• Organising caging/care of animals on site</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                   |

Refer to [Section 7](#) for detailed role statements



ERC Standard Operating Guidelines

2.3 Support Agencies & Contractors

Support Agencies will also be present at the ERC as it scales up or down; it is the responsibility of the ERC Manager in consultation with the MRM to determine when they will be needed and their activation. Under no circumstances should any non-approved agency be permitted to set up in an ERC without prior approval to their arrival. This is a crucial aspect to effectively managing the ERC.

| Role / Agency                                                                                                                                                                       | Function/ Responsibilities                                                                                                                                                                                                     |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Support Agencies</b>                                                                                                                                                             |                                                                                                                                                                                                                                |
| First Aid <ul style="list-style-type: none"> <li>St Johns Ambulance</li> <li>Red Cross</li> <li>Local GPs</li> </ul>                                                                | <ul style="list-style-type: none"> <li>Basic first aid for attendees</li> <li>Referral of high needs attendees to hospital through the Ambulance service</li> </ul>                                                            |
| Emergency Accommodation <ul style="list-style-type: none"> <li>DHS</li> </ul>                                                                                                       | <ul style="list-style-type: none"> <li>Arranging emergency accommodation</li> <li>Development of long term accommodation Plan</li> <li><i>The Salvation Army will provide emergency bedding for use in the ERC.</i></li> </ul> |
| Personal Support/ Psychosocial First Aid <ul style="list-style-type: none"> <li>DHS</li> <li>Red Cross</li> <li>Centrelink</li> <li>Localised Community Health Providers</li> </ul> | <ul style="list-style-type: none"> <li>Personal Support for affected attendees</li> </ul>                                                                                                                                      |
| Financial Hardship Grants <ul style="list-style-type: none"> <li>DHS</li> <li>Centrelink</li> </ul>                                                                                 | <ul style="list-style-type: none"> <li>Distribution of emergency hardship grants</li> </ul>                                                                                                                                    |
| Registration <ul style="list-style-type: none"> <li>Red Cross</li> </ul>                                                                                                            | <ul style="list-style-type: none"> <li>Registration of attendees</li> </ul> <p style="text-align: right;">Refer to <a href="#">Task 6.3</a></p>                                                                                |
| Catering <ul style="list-style-type: none"> <li>Red Cross</li> <li>Lions Club (small scale)</li> </ul>                                                                              | <ul style="list-style-type: none"> <li>Catering for the ERC</li> </ul> <p style="text-align: right;">Refer to <a href="#">Task 6.9</a> and</p>                                                                                 |
| Victoria Police                                                                                                                                                                     | <ul style="list-style-type: none"> <li>Maintenance of public order</li> <li>Management of unaccompanied children</li> </ul> <p style="text-align: right;">Refer to <a href="#">Task 6.12</a></p>                               |
| Emergency Material Aid Items <ul style="list-style-type: none"> <li>Salvation Army</li> </ul>                                                                                       | <ul style="list-style-type: none"> <li>Distribution of basic clothing</li> <li>Distribution of basic toiletries</li> </ul> <p style="text-align: right;">Refer to <a href="#">Task 6.13</a></p>                                |
| Vic SES                                                                                                                                                                             | <ul style="list-style-type: none"> <li>Auditing the ERC</li> </ul>                                                                                                                                                             |

ERC Standard Operating Guidelines

| Contractors               |                                                                                                                                                                                                                                                                                                                                                         |
|---------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Security                  | <ul style="list-style-type: none"> <li>• Under instruction from VOLS</li> <li>• Control exits and entrances,</li> <li>• Manage disruptive visitors,</li> <li>• Work with Traffic Management</li> <li>• Patrol site regularly and report to Operations Supervisor</li> </ul> <p style="text-align: right;">Refer <a href="#">Duty Statement 7.10</a></p> |
| Cleaning/ rubbish removal | <ul style="list-style-type: none"> <li>• Cleaning of ERC</li> <li>• Waste removal from site</li> </ul> <p style="text-align: right;">Refer <a href="#">Duty Statement 7.11</a></p>                                                                                                                                                                      |
| Traffic Management        | <ul style="list-style-type: none"> <li>• Directing traffic &amp; parking</li> <li>• Directional signage</li> <li>• Controlling ingress &amp; egress of site</li> </ul> <p style="text-align: right;">Refer to <a href="#">Duty Statement 7.12</a></p>                                                                                                   |
| Event Equipment Hire      | <ul style="list-style-type: none"> <li>• Provide necessary equipment such as chairs, tables, fans to cater for total number of attendees</li> </ul> <p style="text-align: right;">Refer to <a href="#">Duty Statement 7.13</a></p>                                                                                                                      |
| Catering                  | <p>Requests for catering will be placed with the MERO and directed to either the Slavation Army or Red Corss or nominated local providers.</p> <p style="text-align: right;">Refer to <a href="#">Duty Statement 7.14</a></p>                                                                                                                           |

If an Agency is not available to provide support (for any reason) or do not have enough resources to adequately provide support, the MECC must be contacted to determine alternative arrangements.

| Agency contacts                                    | Telephone                               | Web/ email                                                                                       |
|----------------------------------------------------|-----------------------------------------|--------------------------------------------------------------------------------------------------|
| Department of Human Services                       | 1300 650 172                            | <a href="http://www.dhs.vic.gov.au">www.dhs.vic.gov.au</a>                                       |
| Red Cross                                          | 8327 7922<br>9411 5100<br>(After hours) | <a href="http://www.redcross.org.au">www.redcross.org.au</a>                                     |
| Centrelink                                         | 13 22 15                                | <a href="http://www.centrelink.com.au">www.centrelink.com.au</a>                                 |
| Department of Primary Industries                   | 13 61 86                                | <a href="http://www.dpi.vic.gov.au">www.dpi.vic.gov.au</a>                                       |
| Insurance Council of Australia                     | 1300 728 228                            | <a href="http://www.insurancecouncil.com.au">www.insurancecouncil.com.au</a>                     |
| Lifeline                                           | 13 11 14                                | <a href="http://www.lifeline.org.au">www.lifeline.org.au</a>                                     |
| Kids Helpline                                      | 1300 551 800                            | <a href="http://ww.kidshelp.com.au">ww.kidshelp.com.au</a>                                       |
| Parentline                                         | 13 22 89                                | <a href="http://www.parentline.vic.org.au">www.parentline.vic.org.au</a>                         |
| Telstra                                            | 1800 110 503                            | <a href="mailto:www.natural.disaster@team.telstra.com">www.natural.disaster@team.telstra.com</a> |
| Transport Accident Commission                      | 1800 180 213                            | <a href="http://www.tac.vic.gov.au">www.tac.vic.gov.au</a>                                       |
| Victorian Bushfire Information Line                | 1800 240 667                            | <a href="http://www.dse.vic.gov.au">www.dse.vic.gov.au</a>                                       |
| Business Victoria                                  | 13 22 15                                | <a href="http://www.business.vic.gov.au">www.business.vic.gov.au</a>                             |
| Victorian Farmers Federation                       | 1300 882 833                            | <a href="http://www.vff.org.au">www.vff.org.au</a>                                               |
| Veterans and Veterans Families Counselling Service | 1800 011 046                            | <a href="http://www.dva.gov.au/health/vvcs">www.dva.gov.au/health/vvcs</a>                       |
| Wildlife Victoria                                  | 1300 94535                              | <a href="http://www.wildlifevictoria.org.au">www.wildlifevictoria.org.au</a>                     |
| Colac Area Health                                  | 5232 5100                               | <a href="http://www.swarh.com.au/cah">www.swarh.com.au/cah</a>                                   |
| Otway Health and Community Services                | 5237 8500                               | <a href="http://www.swarh.com.au/otway">www.swarh.com.au/otway</a>                               |

SECTION 3

STANDBY ARRANGEMENTS

ERC Standard Operating Guidelines

TASK

3.1 Notify ERC Teams

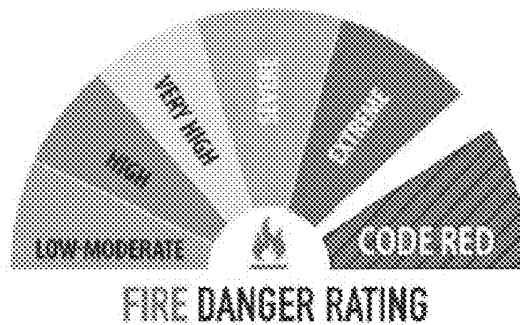
Responsible Officer : MERC/ MERO/ MRM  
 Anticipated Time: 20 minutes

On days where there is a High Emergency Risk declared by authorities or there is pre-warning of a possible emergency (Tier 2/3), the MRM (in conjunction with the ERCOS) will initiate steps to notify and prepare ERC teams for standby.

Bushfire Specific

The table below has been developed based on 'bushfire' related standby arrangements; however this table could also be used for other hazards (whilst excluding the second column).

The MRM will determine the category/stage of the 'non-bushfire' event based on the risks.



| Category/ Stage | Fire Danger Index | Response                                                                                                                                                                                                           |
|-----------------|-------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| CODE RED        | 100 +             | Municipal team alpha, bravo & charlie actively on standby and waiting close by the MECC of high fire risk municipalities, Set-up equipment ready for deployment (See <a href="#">Task 5.3 Organising Posters</a> ) |
| EXTREME         | 75 – 99           | Municipal team alpha on standby, Set-up equipment ready for deployment                                                                                                                                             |
| SEVERE          | 50 – 74           | Municipal team alpha on standby, Set-up equipment ready for deployment                                                                                                                                             |
| VERY HIGH       | 33 – 49           | Municipal team alpha on standby, Set-up equipment ready for deployment                                                                                                                                             |
| HIGH            | 12 – 32           | No action unless emergency                                                                                                                                                                                         |
| LOW – MODERATE  | 0 – 11            | No action unless emergency                                                                                                                                                                                         |

When standby arrangements are being implemented the MRM will notify the following:

- Deputy MRMs;
- ESOs;
- Support Agencies;
- Neighbouring Municipality MRM's: and
- ERC Facilities.

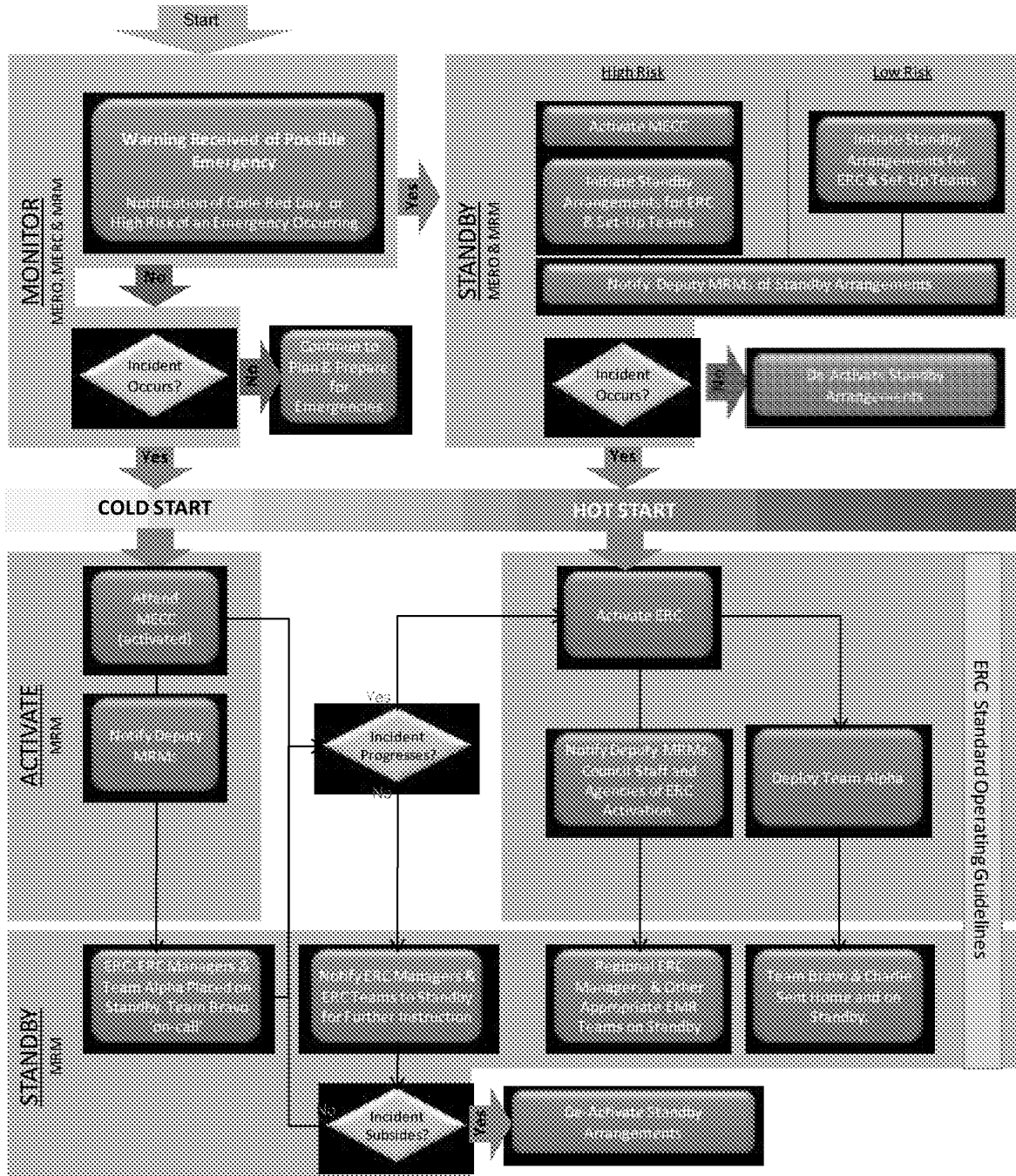
The MRM will keep all parties up-to-date as to the status of the standby situation. If the situation changes and teams on standby are activated, the guideline arrangements in this document will be followed.



ERC Standard Operating Guidelines

If information or forecasts suggest that a serious emergency is imminent, the MERC, MERO or MRM will most likely activate the MECC to monitor the situation.

MECC & ERC Activation Flow Chart





SECTION 4

ACTIVATE ERC

ERC Standard Operating Guidelines

TASK

4.1 Activate ERC

Responsible Officer : MERC/ MERO/ MRM  
 Anticipated Time: 20 minutes

In the Municipal Emergency Coordination Centre (MECC), the MERC, MERO and MRM will discuss and determine the appropriate location for the activation of an Emergency Relief Centre (ERC).

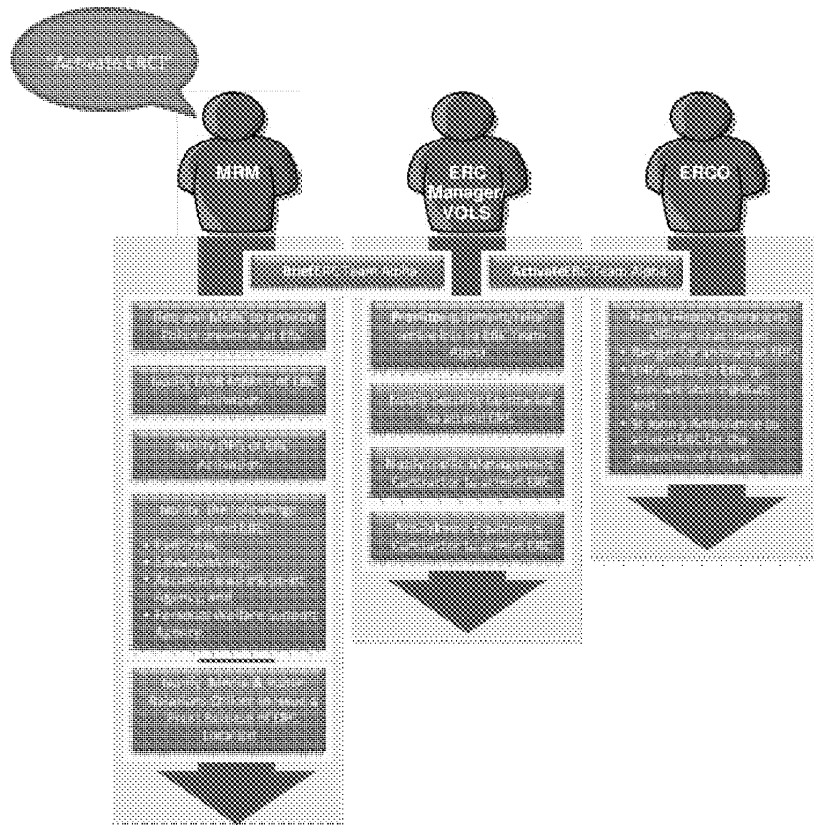
Refer to: Appendix A for the ERC Activation Protocol

The MRM will advise all parties of the determined ERC location.

The ERCOS positioned in the MECC will liaise with the relevant facility and advise any occupiers of the decision and the need for them to vacate the premises to allow the ERC to be established, and expect imminent arrival of Team Alpha.

The ERC Manager and ERCOS will activate ERC Team Alpha and advise them to immediately report to the MECC for a briefing before deployment to the nominated ERC. (Refer to Task 5.2)

The following diagram provides an overview of the steps undertaken following the activation of an ERC.



ERC Standard Operating Guidelines

The MRM will:

- Brief ERC Team Alpha (in conjunction with ERC Manager) on the situation prior to team travelling to ERC. (Refer to Appendix D - SMEAC template);
- Request the MERC to provide police presence for pre-emptive crowd management at the ERC until suitable management arrangements can be put into place for a permanent presence of Police or security;
- Notify MRMs in neighbouring municipalities (if appropriate) about ERC activation;
- Notify Red Cross to attend ERC to set-up registration and prepare catering arrangements.
- Notify DHS of ERC activation;
- Notify Emergency Accommodation Support Agency to attend nominated ERC;
- Notify Personal Welfare Support Agency to attend nominated ERC;
- Notify Media and Public Relations Officer in the MECC to initiate press release regarding ERC location and opening, and to arrange for Communications and Media Liaison Officer to attend nominated ERC;
- Notify Salvation Army to attend nominated ERC; and
- In conjunction with Media Management Team (including CMLO), communicate ERC activation to general public through the appropriate communication channels.

Refer to the COS Recovery Plan, Appendix D – MRM Operational Guidelines for a more detailed overview on the operational process for the MRM and Deputy MRM.

The ERC Mgr works with VOLS to:

- Provide equipment/relief centre kits to ERC Team Alpha and test communications equipment where appropriate;
- Notify Security Contractor to attend the nominated ERC;
- Notify Traffic Management Contractor to activate signage and traffic controls as outlined in the ERC Facility Plans for the nominated ERC;
- Notify Event Equipment Contractor to attend nominated ERC with appropriate equipment required to complete site setup. (this may require ongoing liaison with the VOLS); and
- Carryout duties as outlined in Section 2 – Overview of Roles & Responsibilities and Appendix C – Role Statements

The ERCOS will:

- Notify Health Operations Officer in the MECC to activate:
  - Ranger to attend ERC for animal management;
  - Environmental Health Officer to attend ERC to oversee catering setup; and
  - St John’s Ambulance to attend ERC for the provision of first aid.
- Carryout duties as outlined in Section 2 – Overview of Roles & Responsibilities and Appendix C – Role Statements

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Key Achievements</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Activate nominated ERC</li> <li><input type="checkbox"/> ERC Team Alpha activated in the MECC and directed to ERC</li> <li><input type="checkbox"/> Advise Deputy MRM's</li> <li><input type="checkbox"/> Activate required support agencies</li> <li><input type="checkbox"/> Activate required contract services</li> <li><input type="checkbox"/> SMEAC briefing developed by MRM</li> </ul> |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|



SECTION 5

SET UP ERC

ERC Standard Operating Guidelines

TASK

5.1 Setup ERC

Responsible Officer : VOLS  
 Anticipated Time: 60 - 90 minutes

*On days which have been declared as being a high risk of an emergency occurring (e.g. Code Red day or flood warning with potential for impact) particularly a Tier 2/3 event, the VOLS and ERC Team may use standby time to ensure that all relevant equipment is made ready to effectively activate an ERC within a 30-90 minute period.*

Team Alpha will be on site to assist with set-up. IT Specialist support and Communications should also be on site to assist with ICT set-up and provide any required ICT equipment.

The VOLS will direct setup of the ERC according to maps and diagrams outlined in the specific facility plan. This should include:

- Registration desks for Red Cross, DHS, Centrelink, Victoria Police, Emergency Accommodation and Personal Support agencies;
- IT equipment to be set up and tested;
- Administration desk (sign in/sign out, operations log, volunteers register);
- Emergency Relief Centre signs;
- Notice Boards established inside and out of the ERC; and
- Liaise and oversee external contractors for event equipment, traffic management and cleaning until the arrival of ERC Team Alpha.

The VOLS should direct staff to provide the following functions as part of the setup of the ERC:

| Function              | Role                                                                                  | Total Staff |
|-----------------------|---------------------------------------------------------------------------------------|-------------|
| IT Logistics          | Setup of all ICT equipment                                                            | 1           |
| Signage Logistics     | Setup of all internal and external ERC signage and meet Traffic Management Contractor | 1-2         |
| Layout Logistics      | Setup of all internal furniture, fixtures and fittings                                | 2           |
| Logistics Support (2) | Support team in achieving setup of nominated facility                                 | 2-4         |

*In most cases, the site setup is well suited to staff who are used to manual handling in their daily work.*

Should there be any issues in regard to an incomplete setup, it is the responsibility of the VOLS to ensure these issues are rectified.

The Relief Centre laptop and Kits A and B are stored in the Environmental Health Office at the Rae Street office in Colac. It is the ERC Manager's responsibility to pick up the kits and take them to the Emergency Relief Centre.

The MRM may need to provide advice to staff on a safe route to an Emergency Relief Centre if the emergency such as bushfire affects roads.

VOLS must notify the MECC once the ERC setup is complete.

| Key Achievements                                                                            |
|---------------------------------------------------------------------------------------------|
| <input type="checkbox"/> VOLS supervises Team Alpha to commission ERC                       |
| <input type="checkbox"/> All relevant equipment set up in line with specific facility plan. |
| <input type="checkbox"/> VOLS to advise MECC once completed                                 |



ERC Standard Operating Guidelines

**TASK**

5.2 Organise Rosters

Responsible Officer : ERCO  
 Anticipated Time: 60 - 90 minutes

The ERC Team Rosters are to be organised by the ERCOS in the MECC.

Once Team Alpha has been activated, it is crucial that the ERCOS notifies Teams Bravo and Charlie of the activation and ensures that they are sent home from their normal duties so they are rested before attending their first shift at the ERC.

Depending on the activation time of the ERC, Team Alpha may be required to work a shorter or longer shift to enable the rostering to be structured around common start times as soon as possible. Other than Team Alpha, who are to report to the MECC before going to the ERC, the remaining shifts are all to start and finish at the nominated ERC.

The ERC Manager works longer shifts as they are required to undertake briefings with the MRM prior to and at completion of their shift in the ERC.

The position of Communications and Media Liaison Officer, in addition to IT support, are more dedicated tasks which are not required to provide 24/7 cover at the ERC. After hours support of these functions are to be directed back to the MECC. These can be filled either through 1 x 12 hour shift or 2 x 6 hour shifts.

The roster system is based on three Teams who provide 24/7 coverage of the ERC, each team member works 8.0–9.5 hours at the ERC, with the exception of the ERC Manager, five days on and five days off. A second group of three teams takes over on the sixth day of the roster should the emergency necessitate this.

**MECC Rosters**

The following rosters are to be used as a guide only. Resource requirements will be based upon the location, size and scale of the incident.

**Municipal Recovery Manager (Strategic) Shift Times**

| Time           | Day 1      | Day 2      | Day 3      | Day 4      | Day 5      | Day 6      | Day 7      | Day 8      | Day 9      | Day 10     |
|----------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| 07:00 to 19:00 | Team Alpha | Team Alpha | Team Alpha | Team Alpha | Team Alpha | Off        | Off        | Team Alpha | Team Alpha | Team Alpha |
| 07:00 to 19:00 | Off        | Off        | Off        | Off        | Off        | Team Bravo | Team Bravo | Off        | Off        | Off        |

ERC Standard Operating Guidelines

Deputy Municipal Recovery Manager (Operational) and Emergency Relief Centre Operations Shift Times

| Time            | Day 1        | Day 2        | Day 3        | Day 4        | Day 5        | Day 6        | Day 7        | Day 8        | Day 9        | Day 10       |
|-----------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| 07:00 to 16:00  | Team Alpha   | Team Alpha   | Team Alpha   | Team Alpha   | Team Alpha   | Off          | Off          | Off          | Off          | Off          |
| 1 Hour Handover |              |              |              |              |              |              |              |              |              |              |
| 15:00 to 00:00  | Team Bravo   | Team Bravo   | Team Bravo   | Team Bravo   | Team Bravo   | Off          | Off          | Off          | Off          | Off          |
| 1 Hour Handover |              |              |              |              |              |              |              |              |              |              |
| 23:00 to 08:00  | Team Charlie | Team Charlie | Team Charlie | Team Charlie | Team Charlie | Off          | Off          | Off          | Off          | Off          |
| 1 Hour Handover |              |              |              |              |              |              |              |              |              |              |
| 07:00 to 16:00  | Off          | Off          | Off          | Off          | Off          | Team Delta   | Team Delta   | Team Delta   | Team Delta   | Team Delta   |
| 1 Hour Handover |              |              |              |              |              |              |              |              |              |              |
| 15:00 to 23:00  | Off          | Off          | Off          | Off          | Off          | Team Echo    | Team Echo    | Team Echo    | Team Echo    | Team Echo    |
| 1 Hour Handover |              |              |              |              |              |              |              |              |              |              |
| 00:00 to 08:00  | Off          | Off          | Off          | Off          | Off          | Team Foxtrot | Team Foxtrot | Team Foxtrot | Team Foxtrot | Team Foxtrot |

For smaller scale events the MRM may have the 'strategic' and 'operational' role in which case the MRM (strategic) roster will be used.

ERC Rosters

Emergency Relief Centre Manager Shift Times

| Time            | Day 1        | Day 2        | Day 3        | Day 4        | Day 5        | Day 6        | Day 7        | Day 8        | Day 9        | Day 10       |
|-----------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| 06:00 to 15:30  | Team Alpha   | Team Alpha   | Team Alpha   | Team Alpha   | Team Alpha   | Off          | Off          | Off          | Off          | Off          |
| 1 Hour Handover |              |              |              |              |              |              |              |              |              |              |
| 14:00 to 23:30  | Team Bravo   | Team Bravo   | Team Bravo   | Team Bravo   | Team Bravo   | Off          | Off          | Off          | Off          | Off          |
| 1 Hour Handover |              |              |              |              |              |              |              |              |              |              |
| 22:00 to 07:30  | Team Charlie | Team Charlie | Team Charlie | Team Charlie | Team Charlie | Off          | Off          | Off          | Off          | Off          |
| 1 Hour Handover |              |              |              |              |              |              |              |              |              |              |
| 06:00 to 15:30  | Off          | Off          | Off          | Off          | Off          | Team Delta   | Team Delta   | Team Delta   | Team Delta   | Team Delta   |
| 1 Hour Handover |              |              |              |              |              |              |              |              |              |              |
| 14:00 to 23:30  | Off          | Off          | Off          | Off          | Off          | Team Echo    | Team Echo    | Team Echo    | Team Echo    | Team Echo    |
| 1 Hour Handover |              |              |              |              |              |              |              |              |              |              |
| 22:00 to 07:30  | Off          | Off          | Off          | Off          | Off          | Team Foxtrot | Team Foxtrot | Team Foxtrot | Team Foxtrot | Team Foxtrot |

ERC Standard Operating Guidelines

ERC Team Member Shift Times

| Time           | Day 1           | Day 2        | Day 3        | Day 4        | Day 5        | Day 6        | Day 7        | Day 8        | Day 9        | Day 10       |
|----------------|-----------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| 06:00 to 14:30 | Team Alpha      | Team Alpha   | Team Alpha   | Team Alpha   | Team Alpha   | Off          | Off          | Off          | Off          | Off          |
| 14:00 to 22:30 | 1 Hour Handover |              |              |              |              | Off          | Off          | Off          | Off          | Off          |
| 22:00 to 06:30 | Team Bravo      | Team Bravo   | Team Bravo   | Team Bravo   | Team Bravo   | Off          | Off          | Off          | Off          | Off          |
| 06:00 to 14:30 | 1 Hour Handover |              |              |              |              | Off          | Off          | Off          | Off          | Off          |
| 14:00 to 22:30 | Team Charlie    | Team Charlie | Team Charlie | Team Charlie | Team Charlie | Off          | Off          | Off          | Off          | Off          |
| 22:00 to 06:30 | 1 Hour Handover |              |              |              |              | Off          | Off          | Off          | Off          | Off          |
| 06:00 to 14:30 | Off             | Off          | Off          | Off          | Off          | Team Delta   | Team Delta   | Team Delta   | Team Delta   | Team Delta   |
| 14:00 to 22:30 | 1 Hour Handover |              |              |              |              | Off          | Off          | Off          | Off          | Off          |
| 22:00 to 06:30 | Off             | Off          | Off          | Off          | Off          | Team Echo    | Team Echo    | Team Echo    | Team Echo    | Team Echo    |
| 06:00 to 14:30 | 1 Hour Handover |              |              |              |              | Off          | Off          | Off          | Off          | Off          |
| 14:00 to 22:30 | Off             | Off          | Off          | Off          | Off          | Team Foxtrot | Team Foxtrot | Team Foxtrot | Team Foxtrot | Team Foxtrot |
| 22:00 to 06:30 | 1 Hour Handover |              |              |              |              | Off          | Off          | Off          | Off          | Off          |

Communications & Media Liaison/ IT Support Shift Times

| Time           | Day 1              | Day 2              | Day 3              | Day 4              | Day 5              | Day 6              | Day 7              | Day 8              | Day 9              | Day 10             |
|----------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| 07:00 to 13:00 | Team Alpha Shift A | Team Alpha Shift A | Team Alpha Shift A | Team Alpha Shift A | Team Alpha Shift A | Off                | Off                | Off                | Off                | Off                |
| 13:00 to 19:00 | Team Alpha Shift B | Team Alpha Shift B | Team Alpha Shift B | Team Alpha Shift B | Team Alpha Shift B | Off                | Off                | Off                | Off                | Off                |
| 07:00 to 13:00 | Off                | Off                | Off                | Off                | Off                | Team Delta Shift A | Team Delta Shift A | Team Delta Shift A | Team Delta Shift A | Team Delta Shift A |
| 13:00 to 19:00 | Off                | Off                | Off                | Off                | Off                | Team Delta Shift B | Team Delta Shift A | Team Delta Shift A | Team Delta Shift A | Team Delta Shift A |

**Key Achievements**

- Send SMS message to staff from Teams Bravo & Charlie to go home from normal duties in preparation for pending shifts
- Notify Team Delta, Echo & Foxtrot of ERC opening and maintain updates with them over coming days.

ERC Standard Operating Guidelines

TASK

5.3 Overnight Accommodation

Responsible Officer : MRM / ERC Manager  
Anticipated Time: N/ A

Once the need for Emergency Accommodation has been identified, the MRM is to activate the designated Emergency Accommodation Agency (EAA) to attend the ERC.

A list of primary and secondary contact details can be found in the contact list of the MEMP.

It is the aim of the EAA wherever possible to support attendees presenting at an ERC to find alternative emergency accommodation.

Once accommodation has been secured, the EAA will provide attendees with all relevant details, including the address and negotiated length of stay. It is the EAA's responsibility to maintain full records of ERC attendees referrals.

- Key Achievements**
- MRM to notify and activate Emergency Accommodation Support Agency to attend the ERC.
  - ERC Manager to liaise with Emergency Accommodation Agency around needs for people presenting to the ERC.
  - Emergency Accommodation Agency to match ERC attendees with appropriate accommodation hosts.
  - ERC Manager to ensure that Emergency Accommodation Agency maintains full records of placements.



SECTION 6

MANAGE ERC



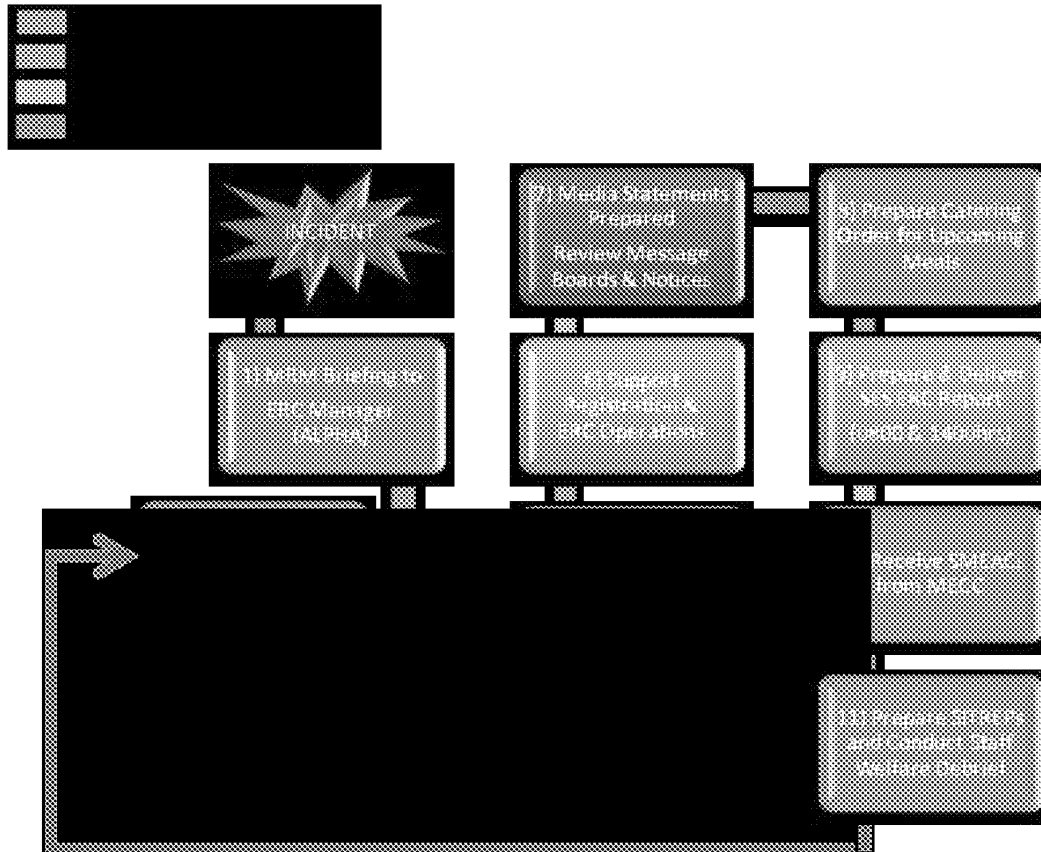
ERC Standard Operating Guidelines

TASK

6.1 Reporting Requirements

Responsible Officer : ERC Manager  
 Anticipated Time: N/ A

Throughout the duration of each shift at the ERC, there are a variety of key tasks that need to be undertaken. These are summarised in the following diagram:



It is important that there is consistent and accurate communication and exchange of information between the ERC and the MECC. The steps for the diagram above are:

1. An initial briefing by the MRM to Team Alpha (first team to commence at ERC) will take place at the MECC. Once the team have been briefed they will then be deployed to the nominated ERC;
2. The ERC Managers of the incoming and outgoing shifts are required to carry out a briefing with the MRM. This includes reviewing the SITREP prepared by the ERC Manager completing their shift (Refer to Task 6.7 – ERC Shift Handover)
3. The incoming and outgoing ERC Managers are to call the MECC, using telephone, and conduct a verbal briefing of the written reports.
4. The ERC Manager must also provide a briefing to the support agencies present at the ERC (Refer Task 6.6 – Liaison with Support Agencies);
5. The VOLS will provide a briefing to all Contractors undertaking work or providing assistance at the ERC;

ERC Standard Operating Guidelines

6. The ERC Support Team staff will assist and provide support when and if required to ensure registration and other ERC operational tasks are addressed or completed;
7. The Communications and Media Unit will prepare statements on behalf of Council for distribution through various media channels. They will also regularly review message boards at the ERC to assist with broadcasting information (Refer to Task 6.15 – Media Management);
8. The VOLS will prepare a catering order based on the current requirements at the ERC; (Refer to Task 6.9 - Catering)
9. The ERC Manager must email the SES ERC Mandatory Resource Report at 08:00 and 14:00 hours to the MRM, Deputy MRM or ERCOS in the MECC before the briefing commences.
10. At the same time of the shift handover or as close as possible to it, the MRM must email the SMEAC Report (Appendix D) to the ERC Manager;
11. Finally, the outgoing ERC Manager should raise any issues of Team Welfare with the MECC for follow up with the municipality’s EAP provider or identify team members to be replaced for the upcoming shift(s). This should happen at the MECC Briefing at 0800 and 1600 hours.

Where possible, the MRM is encouraged to attend the ERC for face to face briefings.

Refer to Task 6.7 for more detailed information relating the ERC Shift Handover.

|                                                                                                                                                                                                                                                                                                                                                                                                      |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Key Achievements</b></p> <ul style="list-style-type: none"><li><input type="checkbox"/> ERC Manager emails SitRep &amp; SES ERC Resource reports to MRM &amp; ERCOS in MECC</li><li><input type="checkbox"/> Incoming and Outgoing shift ERC Managers to conduct briefing with MRM in MECC using SKYPE or telephone, raising any staff welfare issues at 0800 &amp; 1600 hours daily</li></ul> |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

ERC Standard Operating Guidelines

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TASK

6.2 Sign-In Requirements

Responsible Officer : ERC Manager & Staff  
Anticipated Time: Ongoing

Signing-in at the ERC is imperative and applies to ERC staff, Support Agencies, Contractors and visitors.

An ongoing record must be kept (of every shift) of all personnel working at the ERC, including the staff working with the Support Agencies.

Each ERC staff member should be pre-issued with an official ID Pass. This includes Council Staff and Other Agencies (Refer to Appendix J – ERC Staff Photo Identification).

The second component is to ensure there is a record of legitimate temporary visitors attending the ERC. These include Tradesmen, Politicians, Government Departments, and other such individuals.

As each visitor signs in, the ERC staff are to allocate them a temporary visitor's pass. As each agency and their staff enter the ERC, they need to use the Sign-In Sheet (Appendix I).

As the Sign-On Sheet is filled out, the ERC Manager is to delegate the Administration Support Staff to type it up and file electronically in a drive to be determined by each LGA, for the nominated ERC.

- |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Key Achievements</b></p> <ul style="list-style-type: none"><li><input type="checkbox"/> Ensure all ERC Staff and Support Agency Staff sign in and out of the ERC</li><li><input type="checkbox"/> Ensure ERC Visitors sign in and out of the centre and receive a visitors pass</li><li><input type="checkbox"/> ERC Administration Support Staff to type up written sign-in sheets once complete</li><li><input type="checkbox"/> A complete record is available of all staff working at an ERC at any given time</li></ul> |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

ERC Standard Operating Guidelines

TASK

6.3 Registration of Attendees

Responsible Officer : ERC Manager/ Red Cross  
 Anticipated Time: Ongoing

Red Cross fulfil the role of Attendee Registration at the ERC, on behalf of VicPol.

If they are unable to respond to the emergency in time to undertake this function, Local Government Staff in the ERC Team are to fulfil this function until a suitable handover can be arranged. See Appendix K for a guide on filling out the NRIS form.

*It is recognised that staff and agencies working in the ERC must consider the privacy of individuals and adhere to requirements of the privacy act (<http://www.privacy.gov.au/law/act>).*

ERC attendees can choose to register themselves on the NRIS and either leave the ERC or remain at the location until they can return to their home or be relocated to alternate accommodation.

The following outlines the steps for registering individuals on the NRIS

- a. Ask the individual(s) (people may present as a family), whether it is their intention to remain at the ERC or whether they simply wish to register on the NRIS.
- b. Should they seek to simply register they can leave the ERC once this is completed. Where there are significant queues for registration it is possible to advise individuals that they can register online [www.redcross.org.au](http://www.redcross.org.au) or by phoning the State Enquiry Centre on 1800 727 077 NB: *This number is only activated in the instance of a significant emergency when under the direction of the Victoria Police.*
- c. The NRIS forms clearly lay out the required steps to completing the form. (Refer Appendix K)
- d. Under Section 19 of the NRIS Form, it is important that the following questions are asked to help inform the ERC Team in running the Centre.
  - i. Are you intending on Sleeping at the Centre tonight?
  - ii. Do you or your family have any special dietary requirements?

|                              |                     |
|------------------------------|---------------------|
| Special Dietary Requirements | Halal Food, no pork |
|                              | Vegetarian          |
|                              | Lactose Intolerant  |
|                              | Gluten Free         |
|                              | Wheat Free          |
|                              | Kosher              |
|                              | Nut Free            |
|                              | Soft Diet           |

- iii. Do you have any pets with you?
- iv. Do you have anywhere else to stay? Advise that it is preferable that they stay with friends and family. It will be crowded at the ERC and conditions are not ideal for small children, people with disabilities or the elderly.
- v. If the person has somewhere else to stay – strongly recommend they utilise this option as excessive numbers at the ERC can make it difficult to meet everyone’s needs. The ERC can get very congested which creates congestion and high demand on services.
- e. Finally, if the person will be remaining at the ERC it is important that they receive an Identification Wristband for the purposes of crowd management at the ERC, including sleeping and catering requirements. Refer to Task 6.4 – Issuing Wrist Bands

Conditions of access to ERC (displayed on coreflute signage at front door of ERC)

ERC Standard Operating Guidelines

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- Strictly no alcohol and/or drugs
- People must register with Red Cross
- Wristbands must be worn for access around the ERC
- Police/ Private security will be on-site. If there are concerns regarding unruly or inappropriate behaviour – advise the police officer immediately
- Staff are here to assist the reasonable comfort of your time at the ERC. If you have any questions please ask.
- Patrons are to remove their wristband and deposit in one of the boxes located at the exit points when leaving, to help assist the ERC Management to run the centre as effectively as possible. (if the Patron needs to return to the ERC, they must obtain a new wristband)

**Key Achievements**

- Each ERC attendee is registered with the Red Cross and receives a security wristband.*
- Information from registration process monitored and provided to VOLS.*
- Conditions of entry signs posted*



ERC Standard Operating Guidelines

TASK

6.4 Issuing Wrist Bands

Responsible Officer : ERC Manager/ Red Cross  
 Anticipated Time: Ongoing

The task of issuing Identification Wristbands will need to be performed by Red Cross with the assistance of the ERC Administration and Support Staff.

- A different wristband is to be given to each individual depending on their specific circumstances or needs. The number on the wristband is to be recorded against their name along with their defined sleeping area (if applicable);
- If they are staying overnight, their name must be registered on the overnight accommodation sheet for the particular sleeping area (Refer to Appendix L – Overnight Accommodation).
- Each person is to be advised of where they have been allocated a bed. They must keep the wristband on as they will not be allowed to enter any area that does not correspond to their allocated area. Access to the sleeping areas will not be until after 6.00pm.
- Only those people with the correct colour wristband are allowed to enter the allocated sleeping area. NO EXCEPTIONS

| Individuals Circumstances or Needs                           | Colour Wrist Band                                                                                                                  | Designated Sleeping Area          |
|--------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|
| Staying at ERC but not sleeping overnight                    | Red<br><i>(Colour should be changed daily to ensure people do not come and go from one day to the next without re-registering)</i> | Not applicable                    |
| Staying at ERC but sleeping outside in own tent/caravan/car. | Green                                                                                                                              | Outside                           |
| Family attendee staying overnight in the ERC                 | Purple                                                                                                                             | Example Only - Basketball Court 1 |
| Single Female staying overnight in the ERC                   | Pink                                                                                                                               | Example Only - Basketball Court 2 |
| Single Male staying overnight in the ERC                     | Blue                                                                                                                               | Example Only - Basketball Court 3 |
| Unaccompanied Child (under 18 years)                         | Fluorescent Yellow                                                                                                                 | Example Only - Basketball Court 4 |

Attendees who wish to access alternative Emergency Accommodation can enquire at the Emergency Accommodation Support Desk. See Task 5.3 – Overnight Accommodation.

EVERY PERSON AT THE ERC SHOULD HAVE A WRISTBAND ON.  
 IF NOT, THEY WILL BE ASKED TO LEAVE BY MANAGEMENT OR SECURITY.

**Key Achievements**  
 Attendees planning on sleeping overnight are allocated a specific colour wristband that corresponds to the appropriate sleeping area.

ERC Standard Operating Guidelines

TASK

6.5 Interacting with Attendees

Responsible Officer : ERC Team

Anticipated Time: Ongoing

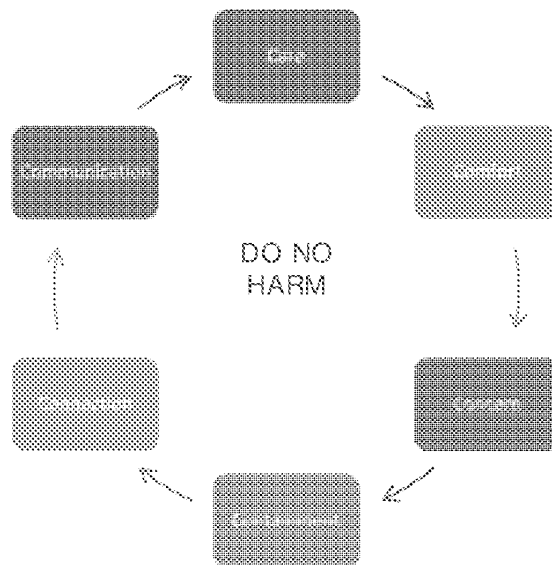
The following is a guide for staff as they interact with attendees presenting at an ERC.

Affected persons attending an ERC have often left their homes in haste with minimal possessions. They may be extremely emotional and disoriented, hungry/thirsty, concerned for loved ones, pets and personal possessions.

In general, it is important to remember that when communicating with affected persons:

- Interact at an individual's pace;
- Demonstrate interest;
- Do not overwhelm with information;
- Be tolerant;
- Give accurate, clear and timely information;
- Maintain the victim's dignity;
- Expect anger and frustration to be 'taken out' on ERC staff, however inappropriate; and
- Do not deny the victim's concerns or right to express themselves.

Principles:



ERC Standard Operating Guidelines

The following serves as a guide on how ERC staff should interact with attendees.

| DO ✓                                                                                                                               | DONT ✗                                                                                     |
|------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|
| Be calm, friendly and compassionate (calming)                                                                                      | Not listen to people                                                                       |
| Give clear, simple, repeated information about basic needs – food, drink, shelter, medical attention (safety)                      | Force people to tell their stories                                                         |
| Listen to people who wish to share their stories and emotions (calming)                                                            | Reassure people that everything is all right when it is not                                |
| Give accurate information to help people understand what is happening, including information about the effects of trauma (calming) | Tell people how they should be feeling or behaving                                         |
| Help people contact family and friends (connectedness)                                                                             | Give your opinion as to why people have suffered                                           |
| Give practical help so people can help themselves (self-efficacy)                                                                  | Get sentimental or agitated with them                                                      |
| Encourage people to make their own decisions, meet their own needs (self-efficacy)                                                 | Make promises that may not be kept                                                         |
| Give information (verbal and written) about where to access ongoing help (hopefulness)                                             | Criticise support services or relief activities in front of people who need these services |
| Reassure people if you know that help is on the way (hopefulness)                                                                  |                                                                                            |

Affected persons (and sometimes ERC staff) may experience a range of emotions, including:

|                    |                                                                                                     |
|--------------------|-----------------------------------------------------------------------------------------------------|
| Euphoria           | We've survived, and that's all that matters                                                         |
| Stunned disbelief  | As the damage and loss becomes apparent                                                             |
| Anxiety            | About the future, and about the fate of friends/relatives and the 'community'                       |
| Anger              | The need to have someone or something to blame for the event or for the consequences of the event   |
| Regret             | At not being adequately prepared; for putting family members at risk                                |
| Guilt              | At having survived when others have died or at having property intact when others have lost so much |
| Fear               | Which may be non-specific anxiety or fear of further damage and loss                                |
| Sadness            | About injury, death and destruction, and at the loss of the belief that the world is a safe place   |
| Helplessness       | Not knowing what to do or where to start, feeling overwhelmed by the enormity of the loss           |
| Shame              | At being emotional and needing help                                                                 |
| Excessive activity | The drive to be constantly in action (not necessarily appropriate or positive action)               |

If an ERC staff member encounters an individual that is highly distressed or upset, they are to ensure that the Personal Support Agency on-site is alerted to the individuals needs.

| <b>Key Achievements</b>             |                                                                                     |
|-------------------------------------|-------------------------------------------------------------------------------------|
| <input checked="" type="checkbox"/> | <i>Team to be prepared for attendees' emotional state as they present at an ERC</i> |

ERC Standard Operating Guidelines

TASK

6.6 Liaison with Support Agencies

Responsible Officer : ERC Manager  
Anticipated Time: Ongoing

Information flow at the ERC is critical to the success of service delivery to those attending the Centre. It also ensures the most appropriate response can be planned for by the MECC for future shifts.

It is the ERC Manager’s responsibility to ensure that each support agency is kept up to date with all relevant operational information about the ERC and the incident that is being responded to. A copy of each SitRep Report is to be distributed to each support agency (Refer Appendix E – Sit Rep Template).

It is recommended that each Support Agency familiarise themselves with the current SitRep which is developed by the MECC.

A SitRep should be completed at the following stages of each shift:

- a. At the handover of each shift; and
- b. Following any major briefing from the MECC.

A short briefing is required each shift from the ERC Manager and all key contacts from the Support Agencies, as outlined Task 6.1 – Reporting Requirements.

It is important that the ERC Manager is ensuring that Support Agencies are managing the welfare of their staff at the ERC. (Refer Appendix H – Team Welfare Debrief)

|                                                                                                                                                                                                                                                                                                    |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Key Achievements</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> ERC Manager to run regular briefing with Support Agency key contacts</li> <li><input type="checkbox"/> ERC Manager to complete a SitRep each shift and distribute to each Support Agency</li> </ul> |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

ERC Standard Operating Guidelines

TASK

6.7 ERC Shift Handover

Responsible Officer : ERC Manager  
Anticipated Time: 30 Minutes

As the end of each designated shift approaches, it is the responsibility of the ERC Manager on duty to prepare several reports for the incoming ERC Manager and Team, including:

- Complete the SMEACS Report (Refer Appendix D – SMEACS Template)
- Complete the SitRep (Refer Appendix E – Sit Rep Template);
- Undertake SES ERC Resource Report at 0800hrs and 1400hrs (Refer Appendix F – SES ERC Resource Report); and
- Conduct a Team Welfare debrief (Refer Appendix H – Team Welfare Debrief)

Using the SMEACS report template in Appendix D (*an example SMEACS report is also contained within this Appendix*), the ERC Manager will fill out the specifics to ensure the next rostered shift ERC Manager and Team are provided with the most relevant information. This report will also double as the briefing for the MRM in the MECC and Support Agencies at the ERC.

The purpose of the SitRep is to provide more detail to the incoming team about operations such as actions to date, required action during the next shift and issues raised with the MECC. It is a brief summary of the key elements the incoming Team will need to know to ensure continuity of the ERC.

The ERC Manager is to brief the incoming ERC Manager and Team, upon their arrival to the ERC. All reports need to be prepared in readiness for the start of their shift. The briefing should take no longer than 5-10 minutes.

Once the incoming Team has been briefed the ERC is handed over to the new team.

Before the outgoing Team can leave the ERC, the ERC Manager must conduct a Team Welfare debriefing after every shift. The purpose of this is to identify any new issues, gauge the personal welfare of the team and to refer any team member who has difficulty coping to seek Professional Counselling Support (each Municipality will have a contracted Employee Assistance Program provider e.g., Resolutions).

|                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><i>Key Achievements</i></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> ERC Manager to prepare SMEACS and SitRep reports for incoming shift</li> <li><input type="checkbox"/> ERC Manager to conduct briefing with incoming shift</li> <li><input type="checkbox"/> ERC Manager to conduct Team Welfare de-brief</li> <li><input type="checkbox"/> ERC to ensure all reports are typed and saved electronically</li> </ul> |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|



ERC Standard Operating Guidelines

TASK

6.8 Information Logs

Responsible Officer : ERC Manager & Staff  
 Anticipated Time: Ongoing

Running the ERC will involve all types of different scenarios and requests from various agencies and attendees - some will be of an urgent nature, others will not.

It is the role of the ERC Administration Support Officers to ensure that all identified requests and actions of the ERC are documented. This includes:

- Requests from Support Agencies;
- Additional resources needed for the ERC;
- Specific staffing issues;
- Maintenance of the site;
- Incoming & outgoing requests from the MECC;
- Record of actions from phone messages;
- Statistics of the ERC, e.g. numbers sleeping overnight;
- Requests and enquiries from media/politicians; and
- Actions taken in relation to all requests and identified needs.

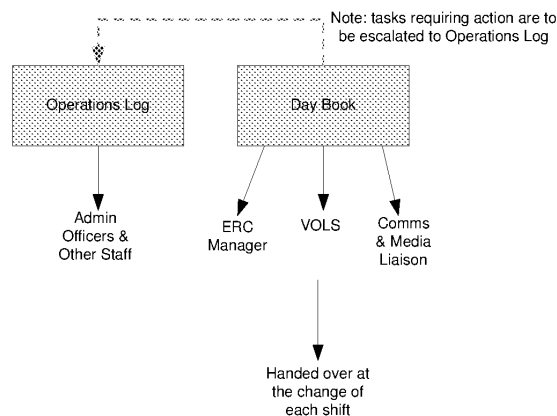
*NOTE: Accuracy of recorded tasks is paramount as this information goes on public record.*

The Operations Log (Refer Appendix O – Operations Log) is to provide a record of all requests, the action taken and the response time.

A pad of the Operations Log forms is available in the ERC kits. They are to be used by all staff as the prime working record of their activities in the ERC. A day book is also contained in the ERC Equipment Kits specifically for the positions of ERC Manager/VOLS/Communications & Media Liaison Officer. These books are to be maintained by these positions for the duration of the ERC activation. It is crucial that times and dates of notes are entered.

*NOTE: Tasks requiring action are to be escalated to the Operations Log.*

Once completed, the hand written forms are to be entered electronically by Administration Officers in a summary table so that information can be sorted for the ERC Manager or other staff member to monitor any actions readily, particularly those outstanding.



| Key Achievements                    |                                                                                           |
|-------------------------------------|-------------------------------------------------------------------------------------------|
| <input checked="" type="checkbox"/> | All requests and actions are logged for appropriate follow up on Log Form or in Day Books |
| <input checked="" type="checkbox"/> | Summary of actions required entered electronically                                        |
| <input checked="" type="checkbox"/> | ERC Manager or Deputy to sign off on completed actions                                    |

ERC Standard Operating Guidelines

TASK

6.9 Catering

Responsible Officer : VOLS  
Anticipated Time: 10 minutes

Once an ERC has been activated the following procedure is to be arranged to ensure catering requirements are met:

The MRM, in conjunction with the VOLS, notifies the Red Cross, or designated contractor, when activating an ERC that catering may be required.

Upon opening the ERC, the VOLS contacts the MECC to advise numbers of attendees at the centre and what levels of catering will be required over meal times and in between for general re-hydration and snacks. For full details on the required order information refer Appendix M – Catering Order Form.

| Contact                                                                         | Telephone      | Hours of Operation                |
|---------------------------------------------------------------------------------|----------------|-----------------------------------|
| <b>First Call Agency</b>                                                        |                |                                   |
| Red Cross                                                                       | (03) 8327 7922 | 24 hours<br>9411 5100 After hours |
| <b>Second Call Agency</b>                                                       |                |                                   |
| Salvation Army                                                                  |                |                                   |
| 1st contact<br>Warwick Wilson<br>warwick.wilson@aus.salvationarmy.org           | 0418 344 193   | 24 hours                          |
| 2 <sup>nd</sup> contact (only in event Warwick not answering)<br>Paging Service | (03) 9625 3680 | After hours calls only            |

The VOLS will need to consider any special dietary requirement of ERC attendees when ordering. (Refer Task 6.11 – Managing CALD Communities). This information can be checked with the registration desk. CALD groups that have highlighted dietary requirements are documented below, but liaison should take place with attendees, translators and/or community leaders at the ERC to determine any further requirements.

| CALD Group       | Dietary Requirements                                       | Where Applicable                                   |
|------------------|------------------------------------------------------------|----------------------------------------------------|
| African - Muslim | Halal Food, no pork                                        | Always                                             |
|                  | No eating after sunrise and before sunset (daylight hours) | During festival of Ramadan                         |
| African          | Milk is a very popular drink                               | Always                                             |
| Bosnian          | No Pork                                                    | Always                                             |
| Indian –Sikh     | No pork                                                    | Always                                             |
| Indian - Hindu   | No beef                                                    | Always                                             |
| Jewish           | Kosher                                                     | Always                                             |
| Vietnamese       | Vegetarian food                                            | Often, but particularly during religious festivals |

ERC Standard Operating Guidelines

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For festivals such as Ramadan, foods should be ordered and made available after sunset and before sunrise. Monitor the arrival and distribution of food – liaise with community leaders/ translators to advise of specific foods for CALD groups.

Finally, it is important that the VOLS monitor cleanup after meals, to ensure the venue remains clean, tidy and avoids any risk of cross contamination of uneaten food stuffs.

- |                                                                                                                                                                                                                                                                                                                                                                                                                    |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Key Achievements</b></p> <ul style="list-style-type: none"><li><input type="checkbox"/> <i>Notify Agency/ Contractor of need for catering at ERC.</i></li><li><input type="checkbox"/> <i>Confirm numbers for upcoming meals and any special dietary considerations using Catering Order form.</i></li><li><input type="checkbox"/> <i>Ensure meal area is cleaned thoroughly after each meal.</i></li></ul> |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

ERC Standard Operating Guidelines

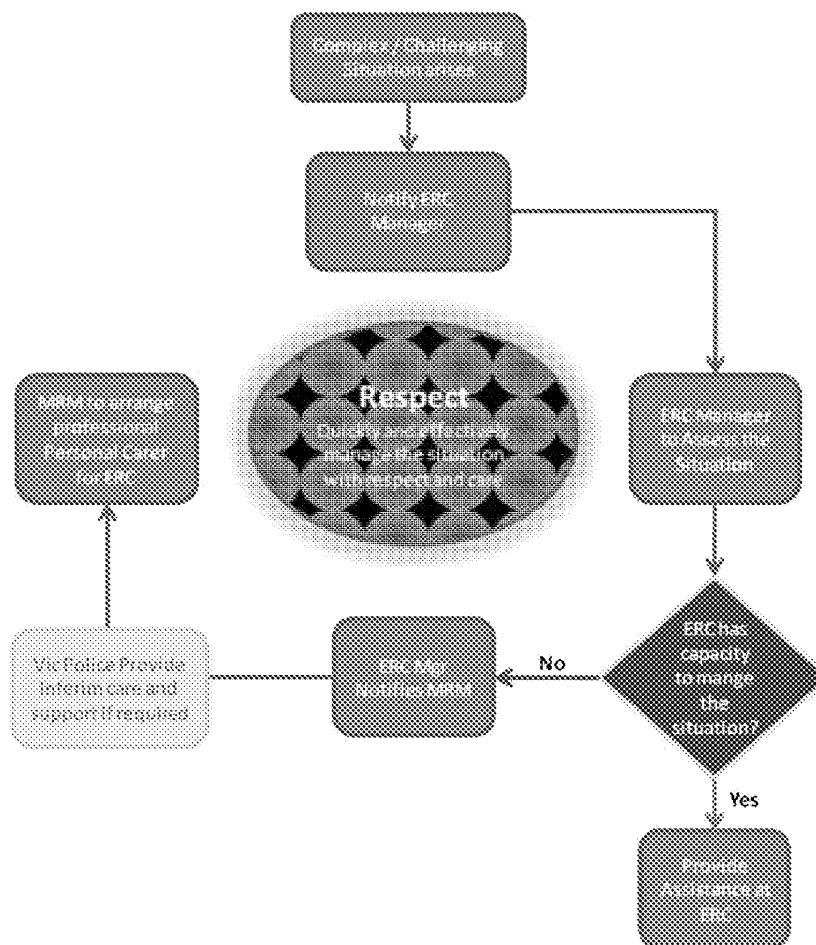
TASK

6.10 Vulnerable Populations

Responsible Officer : ERC Manager & Supporting Team  
 Anticipated Time: Ongoing

In instances where high numbers of the community are relocating to ERC's, it is highly probable that some people may present that are beyond the capacity of ERC setup and team skills to appropriately accommodate.

Where people present with a severe disability, are frail aged, or have a medical condition, the ERC is not expected to cater for these individuals. The following outlines the process for referral and transport of people in this circumstance to another site that is suitably equipped to cater for their needs.



ERC Standard Operating Guidelines

1. The ERC is only able to provide for a basic support service in terms of care and shelter for persons who have been displaced - this must be made clear by all staff and support agencies to ERC attendees. ERC's must, however, cater for basic accessible wheelchair and toilet access.
2. Should a situation occur where a person presents at the ERC with a disability, medical condition, or who is frail aged and requires assistance to a level that cannot be reasonably catered for in a safe and reasonable manner, this must be immediately brought to the ERC Manager's attention. It is then the ERC manager's role to determine if individual needs can be met.
3. The ERC Manager is to assess the support and assistance requirements of the person with a disability, medical condition or who is frail aged and determine whether it is safe and reasonable to provide ongoing support and assistance at the ERC.
4. If the ERC Manager establishes that a person's support and assistance requirements cannot be reasonably accommodated in the ERC, the ERC Manager must notify the MRM, who will arrange for a suitable referral. In instances where appropriate transport may not be immediately available to a hospital, respite care or other care agency, a temporary resource may be activated to attend to an individual's personal care needs.
5. It is important that this occurs as quickly as possible so as to cause as little stress and discomfort as possible to the person with a disability, medical condition or who is frail aged and so as not to require any staff or support agencies to provide support or assistance beyond their capacity. To ensure that the ERC has a basic capacity to assist people with a disability, medical condition or frailty, a temporary resource may be activated to attend to these personal care needs until such time as they can be transported on to another facility such as a hospital, respite care or other agency.
6. Where a referral has been requested through the MRM and a prolonged delay has been identified before a suitable relocation of an individual(s) can occur, the MRM must arrange for a Home Carer or equivalent who is trained in Personal Care to Certificate III level. This person must attend the ERC until such time as the identified person(s) has been transported from the site.
7. Where an individual who has been identified as having support and assistance requirements beyond those available at the ERC refuses to relocate to the new arrangements, VicPol assistance may be required.

**Key Achievements**

- The role of the ERC is to provide only basic care and shelter for displaced persons.
- If person presents with disability, medical condition or is frail aged, ERC Manager determines whether ERC can provide basic needs.
- If ERC cannot provide basic needs, ERC Manager to inform MRM of need for referral.



ERC Standard Operating Guidelines

TASK

6.11 Managing CALD Communities      Responsible Officer : ERC Manager & Supporting Team  
 Anticipated Time:      Ongoing

Review and collate information from registration to identify CALD groups and language needs.

The ERC Manager should allocate one team member to be responsible for liaising/interfacing between the CALD community and the interpreter services.

Where applicable or possible, arrange for Interpreters & Community Leaders to attend the ERC.

Advise interpreters and/or community leaders of:

- Details of the emergency;
- The languages, and dialects where applicable, required at the ERC;
- Estimated length of interpreter participation;
- Details of the ERC location and the ERC Manager to report to when they get there;
- Approximate number of their community group who have been evacuated to the ERC.

*Please note: it is always preferable to use an accredited interpreter. A community leader/member should only be used for interpreting at an ERC if an accredited interpreter is not available.*

The Translating and Interpreting Service (TIS) provides a free telephone service to local government. An interpreter can be deployed to an ERC for larger groups of people in need of an interpreter service, however this is a paid service.

| Contact Name                                          | Business Hours | Code    | Availability |
|-------------------------------------------------------|----------------|---------|--------------|
| Translating and Interpreting Service (TIS)            |                |         |              |
| FREE service to local government                      | 13 1450        | C465211 | 24 hours     |
| Victorian Interpreting and Translating Service (VITS) |                |         |              |
| Fees apply                                            | 9280 1955      | 14888   | 24 hours     |
| Centrelink Multilingual Service                       |                |         |              |
|                                                       | 13 1202        |         |              |

| Key Achievements                                                                                             |
|--------------------------------------------------------------------------------------------------------------|
| <input checked="" type="checkbox"/> Identify CALD groups and language needs during the registration process. |
| <input checked="" type="checkbox"/> Arrange for Interpreters or Community Leaders where required.            |
| <input checked="" type="checkbox"/> An interpreter can be deployed to an ERC for larger groups.              |

ERC Standard Operating Guidelines

TASK

6.12 Unaccompanied Children Responsible Officer : ERC Manager & Supporting Team  
Anticipated Time: Ongoing

The following provides guidelines as to the policy for dealing with unaccompanied children at an ERC.

The ERC is only able to provide a basic support service in terms of care and shelter for persons who have been displaced - this must be made clear to all staff and support agencies who liaise with centre attendees.

The ERC Team is not adequately equipped to deal with the appropriate supervision of unaccompanied children who present at an ERC. Should the situation occur where an unaccompanied child presents at an ERC, the situation must be brought to the ERC Manager's attention immediately.

Each ERC Team must have a person in the team who has a current "Working with Children Check". Other Support Agencies that may assist in this regard include:

- DHS;
- Red Cross;
- The Salvation Army;
- Centrelink;
- VicPol.

These agencies have suitable qualifications in working with children. The ERC Manager will refer the issue to one of these agencies to ensure that any unaccompanied child is appropriately supervised at the ERC at all times, for the protection of their safety.

The ERC Manager is to log the presentation of an unaccompanied child at the ERC in the operations log and advise the MRM.

The ERC Manager or a delegate is to seek and contact the child's next of kin. The next of kin is to be advised of the need to come to the ERC to accompany their child to another location.

Where the identity of the child's next of kin cannot be ascertained, or cannot be contacted within a period of three hours, the ERC Manager is to advise the MRM to escalate the situation to the relevant authority.

The MRM is to log the presentation of unaccompanied children at the relevant ERC in the operations log. They will then notify Child Protection Intake via DHS located in the MECC of the situation and request that they arrange for more appropriate care of the unaccompanied child at the ERC. The MRM is to then advise the ERC Manager of the outcome.

Should DHS be unable to provide an alternative care option then the MRM must arrange for VicPol, via the MERC, to attend the ERC to supervise unaccompanied children, if they currently are not in attendance.

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Key Achievements</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> When an unaccompanied child presents at an ERC, the ERC Manager must be notified immediately.</li> <li><input type="checkbox"/> An ERC staff member with a 'Working With Children Check' becomes responsible for the supervision of the child.</li> <li><input type="checkbox"/> The child's next of kin is notified to attend the ERC.</li> <li><input type="checkbox"/> If the child's next of kin cannot be identified, the ERC Manager must then notify the MRM to escalate to the relevant authority.</li> </ul> |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

ERC Standard Operating Guidelines

TASK

6.13 Offers of Material Aid & Volunteer Support

Responsible Officer : ERC Manager & Supporting Team  
Anticipated Time: Ongoing

In an emergency, community goodwill may result in a flood of material goods or volunteer offers of help. Evidence from the 2009 Victorian bushfires demonstrated that unsolicited material goods can hinder emergency response activity and requires a clear and consistent community message.

To ensure the response to offers of material aid and volunteer support during the response phase is managed effectively, it is important that those making offers:

- Receive a professional and courteous response from ERC staff;
- Understand the conditions where offers of support will / will not be accepted; and
- Are made aware of ways to get involved in recovery activity (service clubs, volunteer agencies etc).

Material goods can quickly hinder ERC procedures and further confuse the ERC arrangements and should be referred to the Salvation Army agreed distribution points.

Volunteers are not required at the ERC (including Council staff not rostered to be there) and should be referred to local Volunteer Resource Centres and appropriate volunteer agencies and service groups.

Liaise with the MECC regarding any issues.

**Key Messages**

1. *The Council appreciates the community's generous offer of support.*
2. *No material goods will be accepted at the ERC.*
3. *The Salvation Army are responsible for material aid through nominated distribution centres near the operational ERC.*
4. *Volunteers who are not affiliated with formal ERC operations are not required and will not be utilised in the ERC.*
5. *Should the situation arise where a person presents at any public interface of the ERC offering material aid, staff are to use the following script:*  
*"Thank you sir/madam for your support and generosity; however at this time we have more than enough resources available to handle the situation at this Emergency Relief Centre." [This script should be accompanied by a material aid and volunteer leaflet outlining local material aid and volunteer arrangements]*
6. *Community members can register offers of support by completing the appropriate form on Council's Website.*

ERC Standard Operating Guidelines

TASK

6.14 ERC Repairs & Maintenance

Responsible Officer : VOLS  
Anticipated Time: Ongoing

It is the responsibility of the VOLS to ensure that the facility is functioning properly at all times. Should a problem with any part of the building require repair or maintenance, a suitable tradesperson will need to be arranged immediately. There are a number of different trade contacts that are registered as approved contractors with Council's annual supply. This ensures they have all the appropriate qualifications, insurances and safe working procedures.

*Note: the method may differ from council to council, i.e. request through Operations.*

Any maintenance issue will need to be logged in the ERC Operations Log (Refer Appendix O -- Operations Log) and the time a tradesperson was called, arrived and what actions were taken.

Once the tradesperson arrives at the ERC they will need to sign in and then report to the VOLS for further instructions and to receive a visitor's pass.

The ERC Manager should advise the MECC if an issue of a significant nature occurs and once again when it has been resolved.

- Key Achievements**
- Log maintenance issue
  - VOLS to engage appropriate contractor to attend ERC and liaise with the MECC
  - Ensure contractor signs in to ERC upon arrival.



ERC Standard Operating Guidelines

TASK

6.15 ERC Media Management

Responsible Officer : CLMO  
Anticipated Time: Ongoing

A key role of the Communication & Media Liaison Officer (CMLO) role is to ensure the ongoing management of any media (print/radio/television) that arrive at an ERC.

The CMLO takes advice on site from the ERC Manager and the Public Relations Officer/Communications & Media Manager (in the MECC) who receives direct feeds of information from the Incident Control Agency and VicPol about the emergency and will then disseminate this information as directed.

To enable an appropriate and timely response to the media inquiries the CMLO will need to have a number of pre-prepared Media Statements and key messages to be delivered as required. These messages may be delivered directly by the role or through the ERC Manager and should be approved first by the Public Relations Officer/Communications & Media Manager in the MECC.

Pre-prepared media releases can also be used as a tool to ensure the media can be managed as professionally and promptly as possible about the activities happening in the ERC on any given day. Refer Appendix N - Media Release Template.

Should the media request a statement from another Support Agency (Red Cross/ DHS/Salvation Army etc) working at the ERC, the CMLO will need to prepare the selected individual on the types of the questions they are likely to be asked and assist with some "Key Messages" that the overall Emergency Response is promoting.

The CMLO will work alongside media officers from other agencies, eg. VicPol, Red Cross. The CMLO can also disseminate key messages on behalf of these agencies if they do not have their own media officers at the ERC.

When media arrive at an ERC, they should be directed to the CMLO who will coordinate their requests.

In the absence of CMLO, ERCM assumes responsibility for media management.

- Key Achievements*
- The CMLO is responsible for the dissemination of information they receive from the MECC and the ERC Manager.*
  - The CMLO will use pre-prepared media statements to manage any media requests.*
  - If other Support Agencies do not have their own media officer, the CMLO can receive and disseminate information on their behalf.*



ERC Standard Operating Guidelines

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TASK

6.16 Public Information Updates

Responsible Officer : CLMO  
Anticipated Time: Ongoing

A key function of the CMLO is to ensure that a variety of information is made available to those attending the ERC in areas such as:

- Updates on the Emergency Situation;
- Updates on what services are available at the ERC;
- Support Agencies;
- Public Health;
- Road Closures;
- Emergency assistance grants;
- Provision of material aid;
- Closure of ERC;
- Opening of a Community Recovery Centre.

The Communication & Media Liaison Officer is to ensure that all public notices on display at the ERC have a consistent presentation to the public and that they are up to date. Any information sheets created as handouts or as posters should have a date and time of when they were created.

Where the facility has LCD screens located throughout the ERC, the CMLO can update the ERC attendees using this technology. These screens may substitute as information points for websites such as the CFA or the news feeds from relevant media outlets. Where such technology is not available, updates will need to be posted at strategic points throughout the ERC using written templates.

Where required, the CMLO should use the support of the ERC Administration Support Officers to update information at the centre.

In the absence of CMLO, ERC Mgr assumes responsibility for ERC public information updates.

|                                                                                                                                                                                                                                                                                     |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Key Achievements</b></p> <ul style="list-style-type: none"><li><input type="checkbox"/> <i>Ensure all relevant information is made available to ERC attendees</i></li><li><input type="checkbox"/> <i>Ensure all information displayed in the ERC is up to date</i></li></ul> |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

ERC Standard Operating Guidelines

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TASK

6.17 VIPs & Celebrities

Responsible Officer : ERC Manager / CLMO  
Anticipated Time: Ongoing

A key role of the CMLO role is to ensure the ongoing management of any VIPs or Celebrities (politicians/sports & television personalities) that arrive at an ERC.

The CMLO takes advice on site from the ERC Manager and from the Public Relations Officer/Communications & Media Manager in the MECC who receives direct feeds of information from the Incident Control Agency and VicPol.

When high profile personalities arrive at an ERC, they should be directed to the CMLO who will coordinate their requests.

The CMLO should facilitate guided tours of the ERC for media, VIPs and celebrities where appropriate.

The CMLO should provide opportunities for regular media interviews, liaising with the MECC.

In the absence of CMLO, ERC Manager identifies if further resources are necessary to effectively manage VIPs & celebrities.

|                                                                                                                                                                                                                                                                                                |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Key Achievements</b></p> <ul style="list-style-type: none"><li><input type="checkbox"/> CMLO to liaise with the Media and Communications Manager in the MECC</li><li><input type="checkbox"/> Provide opportunities for guided tours of the ERC for high profile personalities</li></ul> |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

ERC Standard Operating Guidelines

TASK

6.18 Review Capacity / Escalation Responsible Officer : ERC Manager Anticipated Time: Ongoing

It is the responsibility of the ERC manager to monitor the number to people within the ERC. This can be done by:

- Liaising with Red Cross and other agencies during the briefing with Support Agencies. This will provide regular updates on the number of people registering and attending the ERC
• Keeping a tally of the number of wristbands disseminated

Each of the ERC sites has different capacity numbers. ERC Mangers and support teams should refer to the site's facility plan for the capacity numbers for the nominated ERC.

ERC Capacity

If ERC teams identify that the ERC is approaching capacity, the ERC Manager will notify the MRM in the MECC.

Information regarding the number of people in attendance at the ERC must be documented and reported in the SITREP (Appendix E) provided to the MECC, during the briefing with the MRM at the end of each shift.

Situation Change / Escalation

If the emergency situation changes, requiring additional or replacement ERC sites, the MRM will notify the ERC Manager and provide advice.

Key Achievements
- ERC Manager and Support Team monitor ERC attendance numbers and refer to the capacity numbers outlined in the ERC site facility plan.
- If the ERC is approaching Capacity, notify the MRM in the MECC

ERC Standard Operating Guidelines

TASK

6.19 Sign-ERC Deactivation

Responsible Officer : MRM/ ERC Manager & VOLS  
Anticipated Time: Ongoing

The decision to close the ERC will be made collaboratively by the MRM, MERO and MERC and agencies at the ERC with input from ERC Managers.

ERC Mgr provide detailed information as part of scheduled MECC briefing on reduced need for ERC, taking into consideration:

- Progressive decline in patronage to ERC;
- Guidance from the MECC about broader issues surrounding the emergency situation; and
- Political impact and sensitive nature of closing an ERC.

On receipt of advice to close the ERC, the ERC staff should be co-ordinated to:

- Advise all contractors and agencies of deactivation;
- Liaise with agencies to ensure all attendees have appropriate accommodation arrangements in place if unable to return to their homes;
- Ensure all attendees vacate the site;
- Remove all signage [internal and external] and pack up ready for transport;
- Pack up furniture in readiness for return to store;
- Forward all ERC documentation including centre logs and forms to the active MECC;
- Undertake an inventory of on-site equipment and supplies;
- Return all rented/borrowed equipment to the owners/contractors; and
- Identify any lost and damaged items to the centre site and report to MECC.

The ERC Manager should also arrange for:

- The cleaning of the centre to pre-occupancy condition in readiness for returning the site to the tenants; and
- The complex grounds to be left in an orderly manner and arrange removal of additional rubbish bins and refuse.

Finally the MRM and Facility Manager will be advised of the completion of the ERC closure. The facility will be locked and keys returned to supplier.

The MRM will develop integrated communications plan with CMLO to inform the public about the transition from Relief to Recovery.

| <i>Key Achievements</i>  |                                                                                                  |
|--------------------------|--------------------------------------------------------------------------------------------------|
| <input type="checkbox"/> | <i>MRM, MERO, MERC and agencies at the MECC make decision to deactivate ERC</i>                  |
| <input type="checkbox"/> | <i>ERC staff to inform all relevant individuals and organisations about the ERC deactivation</i> |
| <input type="checkbox"/> | <i>ERC staff to ensure all attendees have found suitable accommodation</i>                       |
| <input type="checkbox"/> | <i>ERC staff to organise cleaning of the ERC</i>                                                 |
| <input type="checkbox"/> | <i>ERC Manager to close facility and return keys to supplier</i>                                 |

SECTION 7

DUTY STATEMENTS



ERC Standard Operating Guidelines

**7.1 Support Agencies & Contractors**

Various Support Agencies and Contractors will also be present at the ERC as it scales up or down. It will be the responsibility of the ERC Manager, in consultation with the MRM, to determine when they will be needed and their activation.

Under no circumstances should any non-approved agency be permitted to set up in an ERC without prior approval, prior to their arrival.

| ROLE                           | FUNCTION/ RESPONSIBILITIES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|--------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <u>Support Agencies</u>        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Emergency Accommodation Agency | <ul style="list-style-type: none"> <li>• Co-ordination and delivery of emergency accommodation to displaced residents who have lost their home during an emergency or may not be able to return to their home until a proper level of functioning and services is restored.</li> <li>• Sites may include locations such as:                             <ul style="list-style-type: none"> <li>○ Motels</li> <li>○ Churches</li> <li>○ Public Housing</li> <li>○ Billets at private residences</li> </ul> </li> </ul> |
| DHS                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|                                | <ul style="list-style-type: none"> <li>• Distribution of Emergency Hardship Grants</li> <li>• Community support and co-ordination of casualty management in an emergency</li> <li>• Co-ordination of recovery management in the areas of social, health and community environment, economic environment, natural environment and built environment</li> </ul>                                                                                                                                                         |
| Centrelink                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|                                | <ul style="list-style-type: none"> <li>• Provides financial advice and counselling for attendees facing financial difficulties</li> <li>• Provides a range of support services to those emergency affected persons in crisis. This can take the form of payments or benefits such as: Crisis; Disaster Relief; Exceptional Circumstances Relief; Bereavement Payments, and Special Benefits.</li> <li>•</li> </ul>                                                                                                    |
| Red Cross                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|                                | <ul style="list-style-type: none"> <li>• Undertake NRIS Registration of attendees</li> <li>• Catering for attendees, ERC and Agency staff and emergency service personnel on site</li> <li>• Basic first aid</li> <li>• Personal Support</li> <li>•</li> </ul>                                                                                                                                                                                                                                                        |
| VicPol – Victoria Police       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Maintenance of public order    | <ul style="list-style-type: none"> <li>• NRIS Registration until arrival of Red Cross</li> <li>• Assist with maintaining order of attendees and traffic flow at the ERC until security and traffic management arrangements are in place</li> </ul>                                                                                                                                                                                                                                                                    |
| Vic SES                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |

ERC Standard Operating Guidelines

|                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|--------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                          | <ul style="list-style-type: none"> <li>• In conjunction with the Department of Human Services, establish a Liaison Officer at the ERC, subject to scale and complexity of emergency, who will:</li> <li>• Liaise between the ERC and on-site agencies</li> <li>• Monitor and Report on current status of ERC</li> <li>• Identify current and potential emerging situations</li> <li>• Offer advice to the ERC Manager</li> <li>• Provide regular SitRep reports to MECC</li> </ul> |
| <u>Contractors</u>       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Security                 | <ul style="list-style-type: none"> <li>• Under instruction from VOLS</li> <li>• Control exits and entrances</li> <li>• Manage disruptive visitors</li> <li>• Work with Traffic Management</li> <li>• Patrol site regularly and report to VOLS</li> </ul>                                                                                                                                                                                                                           |
| Cleaning/rubbish removal | <ul style="list-style-type: none"> <li>• Under instruction from VOLS</li> <li>• Undertake pre-determined cleaning of ERC site activities and areas on a regular basis</li> <li>• Provide additional waste removal receptacles around facility</li> <li>• Collect waste from the ERC facility and surrounds on a regular basis</li> </ul>                                                                                                                                           |
| Traffic Management       | <ul style="list-style-type: none"> <li>• Under instruction from VOLS</li> <li>• Direct traffic &amp; parking</li> <li>• Directional signage</li> <li>• Control ingress &amp; egress to site</li> </ul>                                                                                                                                                                                                                                                                             |

ERC Standard Operating Guidelines

7.2 Red Cross

The following outlines the role of Red Cross from their Memorandum of Understanding for support of Emergency Relief Centres and specific duty statement summary.

|                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|-----------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Title                                               | Red Cross Support Agency Staff                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Location                                            | Nominated ERC                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Overview Statement                                  | To provide support to the local authority running an ERC through the registration of attendees and catering.                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Duties                                              | <p><i>The ERC is established to only provide a basic level of support and service for people affected by an emergency. The role of the Red Cross is to:</i></p> <ul style="list-style-type: none"> <li>• Provide registration of attendees using the National Registration and Inquiry System (NRIS).</li> <li>• Work with ERC Staff to input registered attendees onto the electronic registration system.</li> <li>• Provide catering for the attendees of the ERC.</li> <li>• Sign in with ERC staff running the centre.</li> </ul> |
| Qualifications, Accredited Competencies, Insurances | <ul style="list-style-type: none"> <li>• Victorian Police Check</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Skills, Knowledge & Experience                      | <ul style="list-style-type: none"> <li>• Experience working with diverse communities in an emergency situation.</li> <li>• An understanding of people's emotional state who have been displaced from their home.</li> </ul>                                                                                                                                                                                                                                                                                                            |
| Occupational Health and Safety                      | <ul style="list-style-type: none"> <li>• Observe safe working procedures</li> <li>• Report any OH&amp;S risk on site to the VOLS or the ERC Manager for immediate follow up.</li> </ul>                                                                                                                                                                                                                                                                                                                                                |
| Uniform                                             | <ul style="list-style-type: none"> <li>• It is preferable that Red Cross members attending the ERC are in uniform.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                          |
| Line Relationships                                  | <p>Reports on site to:</p> <ul style="list-style-type: none"> <li>• ERC Manager</li> </ul> <p>Liaises on site with:</p> <ul style="list-style-type: none"> <li>• Other ERC Staff from Local Government Authority, cleaning contractors around catering areas.</li> </ul>                                                                                                                                                                                                                                                               |

ERC Standard Operating Guidelines

7.3 Salvation Army

The following excerpt outlines the role of the Salvation Army.

|                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|-----------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Title                                               | The Salvation Army Support Agency                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Location                                            | Nominated ERC                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Overview Statement                                  | To provide support for individuals presenting at an ERC through the delivery of essential material aid items, bedding and, where appropriate, hardship grants.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Duties                                              | <p><i>The ERC is established to only provide a basic level of support and service for people affected by an emergency. The role of the Salvation Army is to:</i></p> <ul style="list-style-type: none"> <li>• <i>Provide emergency bedding for attendees to sleep overnight in the ERC including mattresses, blankets and pillows.</i></li> <li>• <i>Provide emergency material aid items for people presenting at the ERC such as a basic change of clothes and overnight toiletries.</i></li> <li>• <i>Provide a small essential needs pack (ie. water, eye wash, toothbrush, toothpaste, deodorant, cup, cup of soup etc).</i></li> <li>• <i>Provide a secondary support response to the Red Cross for catering, where there is capacity.</i></li> <li>• <i>Provide vouchers for redemption at local shops or Salvos Stores for additional material goods as required.</i></li> <li>• <i>Provide Pastoral Support at the ERC through Salvation Army Chaplains, which value adds to the delivery of the formalised Personal Support Staff.</i></li> <li>• <i>Sign in with ERC staff running the ERC.</i></li> <li>• <i>Maintain a roster of staff/volunteers working in the ERC at any given time.</i></li> <li>• <i>Provide a key leadership position within the staffing structure to liaise with the ERC Manager and any other support agency staff.</i></li> <li>• <i>Attend briefings and information update sessions with the ERC as convened by the ERC Manager.</i></li> <li>• <i>Coordinate any communication required with the Local Council's MRM and ERC Manager on the needs of affected persons being supported by The Salvation Army to assist in long term recovery planning.</i></li> <li>• <i>Attend briefings and information update sessions within the ERC as convened by the ERC Manager; and</i></li> <li>• <i>Coordinate any communication required with the Local Council's MRM and ERC Manager on the needs of affected persons.</i></li> </ul> <p><i>It should be noted that these duties may vary slightly depending on the type of Emergency.</i></p> |
| Qualifications, Accredited Competencies, Insurances | <ul style="list-style-type: none"> <li>• Preferable Victorian Police Check</li> <li>• Preferable Working with Children Check</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Skills, Knowledge & Experience                      | <ul style="list-style-type: none"> <li>• Experience working with diverse communities in an emergency situation.</li> <li>• An understanding of people's emotional state who have been displaced from their home.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Occupational Health and Safety                      | <ul style="list-style-type: none"> <li>• Observe safe working procedures</li> <li>• Report any OH&amp;S risk on site to the VOLS or the ERC Manager for immediate follow up.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Uniform                                             | <ul style="list-style-type: none"> <li>• It is preferable that Salvation Army members attending the ERC are in full uniform.</li> <li>• It is preferable that all Salvation Army members working at an ERC have a photo identification showing the date of their last Police or Working with Children Check on it.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |

ERC Standard Operating Guidelines

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|--------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Line Relationships | Reports on site to: <ul style="list-style-type: none"><li>• ERC Manager</li></ul> Liaises on site with: <ul style="list-style-type: none"><li>• Other ERC Staff from Local Government Authority, and other support agencies such as Department of Human Services, Centrelink, Front Door Emergency Accommodation providers, Red Cross and Victoria Police.</li></ul> |
|--------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|



ERC Standard Operating Guidelines

7.4 Victoria Police

The following duty statement outlines the key roles of the Victoria Police at the ERC.

|                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|-----------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Title                                               | Victoria Police Officers                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Location                                            | Nominated ERC                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Overview Statement                                  | <i>To provide a visible police presence at the nominated ERC for the protection of attendees and vulnerable groups such as children and the elderly.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Duties                                              | <p><i>The ERC requires continual patrolling and interaction with attendees to ensure that law and order is maintained. To achieve this Victoria Police Officers are required to:</i></p> <ul style="list-style-type: none"> <li>• <i>Be based at a single point within the ERC (a table will be provided).</i></li> <li>• <i>Regularly patrol the ERC and assess any safety/security risks.</i></li> <li>• <i>Speak with ERC attendees.</i></li> <li>• <i>Identify any individuals of interest within the ERC.</i></li> <li>• <i>Monitor the safety of children and elderly at the ERC.</i></li> <li>• <i>Report any issues to the MERC in the MECC of a Policing matter</i></li> <li>• <i>Identify any resourcing issues on-site for the maintenance of public order.</i></li> <li>• <i>Assist in the removal of any disruptive individuals from the ERC who compromise the safety of other persons.</i></li> <li>• <i>Sign in with ERC Staff running the centre.</i></li> <li>• <i>Assist with traffic management, if possible, until the arrival of traffic management contractor</i></li> </ul> |
| Qualifications, Accredited Competencies, Insurances | <ul style="list-style-type: none"> <li>• Sworn operational members of the Victoria Police</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Skills, Knowledge & Experience                      | <ul style="list-style-type: none"> <li>• Experience working with diverse communities in an emergency situation.</li> <li>• An understanding of people's emotional state who have been displaced from their home.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Occupational Health and Safety                      | <ul style="list-style-type: none"> <li>• Observe safe working procedures</li> <li>• Report any OH&amp;S risk on site to the VOLS or the ERC Manager for immediate follow up.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Uniform                                             | <ul style="list-style-type: none"> <li>• It is preferable that officers attending the ERC are in full uniform.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Line Relationships                                  | <p>Reports on site to:</p> <ul style="list-style-type: none"> <li>• ERC Manager</li> </ul> <p>Liaises on site with:</p> <ul style="list-style-type: none"> <li>• Other ERC Staff from Local Government Authority, on-site Security contractors, Department of Human Services.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |

ERC Standard Operating Guidelines

7.5 Centrelink

The following duty statement outlines the role of the Centrelink.

|                                                      |                                                                                                                                                                                                                                                                                                                                                                                                            |
|------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Title                                                | Centrelink                                                                                                                                                                                                                                                                                                                                                                                                 |
| Location                                             | Nominated ERC                                                                                                                                                                                                                                                                                                                                                                                              |
| Overview Statement                                   | To provide essential assistance and direct financial support to those ERC attendees affected by the emergency where the emergency is of such a scale and complexity to be triggered at state and regional levels i.e. exceeds local municipal capacity.                                                                                                                                                    |
| Duties                                               | <ul style="list-style-type: none"> <li>• Provide financial advice and counselling for attendees facing financial difficulties.</li> <li>• Provide a range of support services to those emergency affected persons in crisis. This can take the form of payments or benefits such as: Crisis; Disaster Relief; Exceptional Circumstances Relief; and Bereavement Payments, and Special Benefits.</li> </ul> |
| Qualifications, Accredited, Competencies, Insurances | <ul style="list-style-type: none"> <li>• Victoria Police Check.</li> <li>• Working with Children Check.</li> </ul>                                                                                                                                                                                                                                                                                         |
| Skills, knowledge & Experience                       | <ul style="list-style-type: none"> <li>• Experience working with diverse communities in an emergency situation.</li> <li>• Understanding of people’s emotional state who have been displaced from their homes or been severely impacted by emergency.</li> </ul>                                                                                                                                           |
| Occupational Health and Safety                       | <ul style="list-style-type: none"> <li>• Observe safe working procedures.</li> <li>• Report any OH&amp;S risks on site to the VOLS or the ERC Manager for immediate follow-up.</li> </ul>                                                                                                                                                                                                                  |
| Uniform                                              | <ul style="list-style-type: none"> <li>• It is preferable that all Centrelink staff attending ERC have photo identification and identifying clothing such as polos.</li> </ul>                                                                                                                                                                                                                             |
| Line Relationships                                   | <p>Reports on site to:</p> <ul style="list-style-type: none"> <li>• ERC Manager.</li> </ul> <p>Liaises on site with:</p> <ul style="list-style-type: none"> <li>• Other ERC staff from Local Government Authority and other support agencies such as Dept of Human Services, Emergency Accommodation providers, Red Cross, Salvation Army and Victoria Police.</li> </ul>                                  |

ERC Standard Operating Guidelines

7.5 Department of Human Services

The following duty statement outlines the role of the Department of Human Services (DHS).

|                                                      |                                                                                                                                                                                                                                                                                                                 |
|------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Title                                                | Department of Human Services                                                                                                                                                                                                                                                                                    |
| Location                                             | Nominated ERC                                                                                                                                                                                                                                                                                                   |
| Overview Statement                                   | To provide essential assistance, of personal support and direct financial support to those ERC attendees affected by the emergency. This is when the emergency is of such a scale and complexity to be triggered at state and regional levels i.e. exceeds local municipal capacity.                            |
| Duties                                               | <ul style="list-style-type: none"> <li>To fulfil the requirements under the Emergency Management Manual Victoria (EMMV) regarding relief functions</li> <li>To administer personal hardship grants</li> <li>To commence assessment of those who may qualify for assistance at the major grant level.</li> </ul> |
| Qualifications, Accredited, Competencies, Insurances | <ul style="list-style-type: none"> <li>Personal support training</li> <li>Financial grants training</li> </ul>                                                                                                                                                                                                  |
| Skills, knowledge & Experience                       | <ul style="list-style-type: none"> <li>Experience with working with communities in an emergency situation</li> <li>Taking care that all affected people are treated with respect, care and fairness.</li> </ul>                                                                                                 |
| Occupational Health and Safety                       | <ul style="list-style-type: none"> <li>Observe safe working practices</li> <li>Report any OH&amp;S issues to the ERC Manager</li> <li>Ensure self and team mates observe proper break times</li> <li>Take breaks away from affected community members</li> </ul>                                                |
| Uniform                                              | <ul style="list-style-type: none"> <li>DHS staff are to wear uniform, photo ID and name tags</li> </ul>                                                                                                                                                                                                         |
| Line Relationships                                   | <ul style="list-style-type: none"> <li>Reports to DHS team leader</li> <li>DHS team leader reports to ERC Manager and MRM</li> <li>Liaises with other agency staff and team leaders</li> </ul>                                                                                                                  |

ERC Standard Operating Guidelines

**7.7 Primary Health Care Agencies**

The following duty statement outlines the role of the Primary Health Care.

|                                                      |                                                                                                                                                                                                                                                      |
|------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Title                                                | Primary medical assistance                                                                                                                                                                                                                           |
| Location                                             | Nominated ERC                                                                                                                                                                                                                                        |
| Overview Statement                                   | Where injured person/s cannot be adequately treated by first aid provided by a secondary health care agency Ambulance Victoria will provide medical assistance to persons affected by an emergency who present at an ERC that require hospital care. |
| Duties                                               | <ul style="list-style-type: none"> <li>Provide in field medical treatment and transport of injured persons who require hospital care.</li> </ul>                                                                                                     |
| Qualifications, Accredited, Competencies, Insurances | <ul style="list-style-type: none"> <li>Ambulance Officer being an employee of Ambulance Victoria</li> </ul>                                                                                                                                          |
| Skills, knowledge & Experience                       | <ul style="list-style-type: none"> <li>Ambulance Officer provided by Ambulance Victoria</li> </ul>                                                                                                                                                   |
| Occupational Health and Safety                       | <ul style="list-style-type: none"> <li>In accordance with Ambulance Victoria OH&amp;S requirements</li> </ul>                                                                                                                                        |
| Uniform                                              | <ul style="list-style-type: none"> <li>Ambulance Officer uniform</li> </ul>                                                                                                                                                                          |
| Line Relationships                                   | <ul style="list-style-type: none"> <li>First aid coordinator, ERC manager</li> </ul>                                                                                                                                                                 |

ERC Standard Operating Guidelines

**7.8 Secondary Health Care Agencies – First Aid**

The following duty statement outlines the role of the secondary health care agencies.

|                                                      |                                                                                                                                                                                                                                                                                                                                                                                                |
|------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Title                                                | First aid                                                                                                                                                                                                                                                                                                                                                                                      |
| Location                                             | Nominated ERC                                                                                                                                                                                                                                                                                                                                                                                  |
| Overview Statement                                   | First aid is provided by a secondary health care agency where minor single or multiple presentations of injured person/s affected by an emergency can be adequately treated upon presentation at an ERC.                                                                                                                                                                                       |
| Duties                                               | <ul style="list-style-type: none"> <li>• Provide first aid treatment to injured persons including consumables used in medical treatment.</li> <li>• Provide a system administered by General Practitioners to process scripts for pharmaceuticals.</li> <li>• Support Primary Care personnel such as Ambulance Victoria while they are in attendance at the Emergency Relief Centre</li> </ul> |
| Qualifications, Accredited, Competencies, Insurances | <ul style="list-style-type: none"> <li>• Accredited Level First aid officer with Red Cross or St John Ambulance</li> <li>• General Practitioner</li> </ul>                                                                                                                                                                                                                                     |
| Skills, knowledge & Experience                       | <ul style="list-style-type: none"> <li>• Experience working with diverse communities in an emergency situation.</li> <li>• Understanding of people's emotional state who have been displaced from their homes or been severely impacted by emergency.</li> </ul>                                                                                                                               |
| Occupational Health and Safety                       | <ul style="list-style-type: none"> <li>• Observe safe working procedures.</li> <li>• Report any OH&amp;S risks on site to the VOLS or the ERC Manager for immediate follow-up.</li> </ul>                                                                                                                                                                                                      |
| Uniform                                              | <ul style="list-style-type: none"> <li>• Uniform provided by agency that clearly identifies their role</li> <li>• Red Cross have uniform</li> <li>• St Johns have uniform</li> <li>• GP's will require a tabard with DOCTOR on it.</li> </ul>                                                                                                                                                  |
| Line Relationships                                   | <p>Reports on site to:</p> <ul style="list-style-type: none"> <li>• ERC Manager.</li> </ul> <p>Liases on site with:</p> <ul style="list-style-type: none"> <li>• Other ERC staff from Local Government Authority and other support agencies such as DHS, Emergency Accommodation providers, Red Cross, The Salvation Army and Victoria Police.</li> </ul>                                      |



ERC Standard Operating Guidelines

7.9 Emergency Accommodation Agencies

The following outlines the role of the Emergency Accommodation Agencies

|                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Title                                                | Emergency Accommodation Agencies                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Location                                             | Nominated ERC                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Overview Statement                                   | To take responsibility for the immediate co-ordination and delivery of emergency accommodation to displaced residents who have lost their home or whose home is fire affected during an emergency.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Duties                                               | <p>The role of the ERC is to provide basic short term support, accommodation and services for people affected by an emergency. The role of the Emergency Accommodation Agencies is to:</p> <ul style="list-style-type: none"> <li>• Arrange for a match of ERC attendees with appropriate accommodation hosts or temporary accommodation sites which may include: <ul style="list-style-type: none"> <li>○ Motels;</li> <li>○ Churches;</li> <li>○ Public Housing; and/or</li> <li>○ Billets at private residences.</li> </ul> </li> <li>• Maintain a full record of placements.</li> <li>• Maintain a roster of key staff to attend ERC's in the event of an activation of an ERC.</li> <li>• Ensure that a key leadership/supervisor is at the ERC that reports on behalf of all Emergency Accommodation Agencies and their staff to the ERC Manager.</li> <li>• Ensure that all Emergency Accommodation Agency staff are aware of their roles and responsibilities and reporting structure while at the ERC.</li> <li>• Co-ordinate with 'other' Emergency Accommodation Agencies to ensure adequate staff coverage within the ERC</li> <li>• Provide the necessary IT to staff at the ERC to deliver emergency accommodation services.</li> <li>• Ensure reasonable access to staff from other support services.</li> <li>• Liaise with Department of Human Services regarding the administrative, financial and operational requirements around the provision of emergency accommodation.</li> <li>• Attend briefings and information update sessions within the ERC as convened by the ERC Manager.</li> <li>• Co-ordinate any communication required with the Local Council's MRM and ERC Manager.</li> <li>• Work in conjunction with Department of Human Services to develop a handover process from the Emergency Accommodation Agencies for the provision of housing plans which move from Short Term [0-12 weeks] to the Long Term [12 weeks+].</li> </ul> |
| Qualifications, Accredited, Competencies, Insurances | <ul style="list-style-type: none"> <li>• Victoria Police Check.</li> <li>• Working with Children Check.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Skills, knowledge & Experience                       | <ul style="list-style-type: none"> <li>• Experience working with diverse communities in an emergency situation.</li> <li>• Understanding of people's emotional state who have been displaced from their homes or been severely impacted by emergency.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Occupational Health and Safety                       | <ul style="list-style-type: none"> <li>• Observe safe working procedures.</li> <li>• Report any OH&amp;S risks on site to the VOLS or the ERC Manager for immediate follow-up.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Uniform                                              | <ul style="list-style-type: none"> <li>• It is preferable that all Emergency Accommodation Support Agency staff attending ERC's have photo identification and be appropriately identified.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Line Relationships                                   | <p>Reports on site to:</p> <ul style="list-style-type: none"> <li>• ERC Manager.</li> </ul> <p>Liaises on site with:</p> <ul style="list-style-type: none"> <li>• Other ERC staff and other support agencies such as DHS, Red Cross, Salvation Army and Victoria Police.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |

ERC Standard Operating Guidelines

7.10 Security Contractors

The following outlines the role of Security Contractors from the Service Agreement – Security

TERMS OF ENGAGEMENT

1. The nominated Security Contractor must have personnel available to be deployed to the site of an ERC within 1-2 hours.
2. The following table outlines the specific position requirements of cleaning personnel engaged at the ERC:

|                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Title                                    | Security Personnel                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Location                                 | Nominated ERC                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Overview Statement                       | <i>To provide security management at the nominated ERC, to ensure attendees are protected from other attendee's particularly vulnerable groups at the centre, such as children and the elderly and any unauthorised visitors to the site have their access restricted.</i>                                                                                                                                                                                            |
| Duties                                   | <ul style="list-style-type: none"> <li>• Patrol indoors and outdoors of the ERC</li> <li>• Seek guidance from VOLS regarding entry of media and other non authorised personnel and manage accordingly</li> <li>• Restrict entry of site to bona fide persons and support agencies (seek advice from VOLS)</li> </ul>                                                                                                                                                  |
| Qualifications & Accredited Competencies | <ul style="list-style-type: none"> <li>• Personal identification security card of all staff</li> <li>• Unarmed Security Guard or Crowd Controller of all staff</li> <li>• Victorian Police Check of all staff</li> <li>• Working with Children Check of all staff</li> <li>• Current Security Plastic Card Licence of contractor</li> <li>• Private Security Business Licence of contractor</li> <li>• Public Liability Insurance of contractor</li> <li>•</li> </ul> |
| Skills, Knowledge & Experience           | <ul style="list-style-type: none"> <li>• Crowd Control</li> <li>• Experience working with diverse community backgrounds</li> <li>• An understanding of people's emotional state that have been displaced from their home.</li> </ul>                                                                                                                                                                                                                                  |
| Health and Safety Considerations         | <ul style="list-style-type: none"> <li>• Observe safe working procedures.</li> <li>• Report any OH&amp;S risk on site to the VOLS or the ERC Manager for immediate follow up.</li> </ul>                                                                                                                                                                                                                                                                              |
| Uniform                                  | <ul style="list-style-type: none"> <li>• Must be clearly identifiable as security personnel and offer a visual presence, with the name of the contracting security company clearly labelled on shirt. High visibility vests clearly marked security.</li> <li>• Black pants and a white shirt are not acceptable.</li> </ul>                                                                                                                                          |
| Line Relationships                       | <p>Reports on site to:</p> <ul style="list-style-type: none"> <li>• VOLS</li> <li>• Liaises on-site with: Other ERC Staff from Local Government, Victoria Police, other on-site contractors</li> </ul>                                                                                                                                                                                                                                                                |

ERC Standard Operating Guidelines

7.11 Cleaning & Waste Removal Contractors

The following outlines the role of Cleaning & Waste Removal Contractors from the Service Agreement – Cleaning and Waste removal

TERMS OF ENGAGEMENT

1. The nominated cleaning contractor must have personnel available to be deployed to the site of an ERC within 2 hours.
2. The following table outlines the specific position requirements of cleaning personnel engaged at the ERC:

|                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|-----------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Title                                               | Cleaning Personnel                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Location                                            | Nominated ERC                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Overview Statement                                  | <ul style="list-style-type: none"> <li>• To provide cleaning services at an ERC, to ensure the health and safety of people working in and attending the centre.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Duties                                              | <p><i>The ERC requires continual cleaning and waste removal throughout its activation. Details are outlined as follows:</i></p> <ul style="list-style-type: none"> <li>• <i>Provision of all bins, liners and the emptying thereof at regular intervals, particularly after meal times</i></li> <li>• <i>Provision of waste removal from site through a suitable bulk receptacle or skip</i></li> <li>• <i>Toilets (floors, tiles, bowls, seats, urinals, basins, dispensers, hand driers, fittings and taps) and showers cleaned with hospital grade disinfectant three times a day or more if required</i></li> <li>• <i>Mirrors to be cleaned</i></li> <li>• <i>Replenish toilet paper, hand towel and soap</i></li> <li>• <i>Walls and doors to be spot cleaned</i></li> <li>• <i>Any carpets to be vacuumed daily or more if required</i></li> <li>• <i>Any floors hot mopped daily, including toilets, kitchen, showers, change rooms</i></li> <li>• <i>Any spills to be cleaned in a timely fashion</i></li> <li>• <i>Cleaning down tables and chairs after each meal period with “spray and wipe cleaner” (three times daily)</i></li> <li>• <i>Surfaces wiped down daily</i></li> <li>• <i>Clean all telephone handsets with disinfectant and deodorise</i></li> <li>• <i>Sanitary bin replacement</i></li> <li>• <i>Ad hoc cleaning as directed by VOLS</i></li> </ul> |
| Cleaning Chemicals                                  | <p>As a commercial cleaner, all chemicals used must have material safety data sheets. These are the broad areas of chemicals to be used:</p> <ul style="list-style-type: none"> <li>• <i>Hand soap, Floor cleaner, Glass cleaner, Toilet cleaner, Surface cleaner, General disinfectant</i></li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Qualifications, Accredited Competencies, Insurances | <ul style="list-style-type: none"> <li>• Police Checks of all personnel working in the ERC</li> <li>• Public Liability Insurance to the value of \$20 million</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Skills, Knowledge & Experience                      | <ul style="list-style-type: none"> <li>• Experience working and cleaning in an active environment with high numbers of people</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Occupational Health and Safety                      | <ul style="list-style-type: none"> <li>• Observe safe working procedures.</li> <li>• Report any OH&amp;S risk on site to the VOLS or the ERC Manager for immediate follow up.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Uniform                                             | <ul style="list-style-type: none"> <li>• Must be clearly identifiable as cleaning personnel and offer a visual presence. High visibility vests clearly marked “CLEANER” to be worn.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Line Relationships                                  | <p>Reports on site to :</p> <ul style="list-style-type: none"> <li>• VOLS</li> </ul> <p>Liaises with :</p> <ul style="list-style-type: none"> <li>• Other ERC Staff from Local Government Authority, Victoria Police, Department of Human Services, Centrelink, Red Cross other onsite contractors.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |

ERC Standard Operating Guidelines

7.12 Traffic Management Contractors

Once it has been decided that an ERC will be activated, the ERCOS is to request the activation of the Traffic Management Plan. Depending on the activating municipality's resources, they may use their own operations staff to outsource this function to a Traffic Management Company.

The following duty statement outlines the Service Agreement for Traffic Management:

TERMS OF ENGAGEMENT

1. The nominated traffic management officers/contractor must have personnel available to be deployed to the site of an ERC within 2 hours.
2. The following table outlines the specific position requirements of traffic personnel engaged at the ERC:

|                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|-----------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Title                                               | Traffic Management                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Location                                            | Nominated ERC                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Overview Statement                                  | <i>To meet the needs of the nominated ERC's traffic management plan, through the setup of signage and resourcing traffic control points.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Duties                                              | <p><i>Each nominated ERC has a pre-developed Traffic Management Plan which is to be implemented to ensure the safe arrival of attendees at the ERC.</i></p> <ul style="list-style-type: none"> <li>• <i>Setup of all signage outlined in the Traffic Management Plan in the Facility Plan for the nominated ERC.</i></li> <li>• <i>Implementation of any reduced speed zones in the Traffic Management Plan.</i></li> <li>• <i>Resourcing nominated traffic control points with traffic controller(s)</i></li> <li>• <i>Pack up Traffic Management Plan signage when the ERC is deactivated.</i></li> </ul> |
| Qualifications, Accredited Competencies, Insurances | <ul style="list-style-type: none"> <li>• Public Liability Insurance to the value of \$20 million (if a contractor)</li> <li>• Statement of Attainment in Traffic Control</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Skills, Knowledge & Experience                      | <ul style="list-style-type: none"> <li>• Experience working in an event based scenario where vehicles are likely to be unsure of where they are going or need to be, where the site will experience high numbers of people in a confused or disorientated state.</li> </ul>                                                                                                                                                                                                                                                                                                                                 |
| Occupational Health and Safety                      | <ul style="list-style-type: none"> <li>• Observe safe working procedures.</li> <li>• Report any OH&amp;S risk on site to the VOLS or the ERC Manager for immediate follow up.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Uniform                                             | <ul style="list-style-type: none"> <li>• Must wear appropriate high visibility safety clothing in accordance with working on roadways and road reserve.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Line Relationships                                  | <p>Reports on site to :</p> <ul style="list-style-type: none"> <li>• VOLS</li> </ul> <p>Liaises with :</p> <ul style="list-style-type: none"> <li>• Other ERC Staff from Local Government Authority, Victoria Police, On-site security contractor.</li> </ul>                                                                                                                                                                                                                                                                                                                                               |

ERC Standard Operating Guidelines

**7.13 Event Equipment Hire Contractors**

The following outlines the role of Event Equipment Hire Contractors from the Service Agreement – Event Equipment Hire

TERMS OF ENGAGEMENT

1. The nominated event equipment hire organisation must have personnel available to be deployed to the site of an ERC within 2 hours.
2. The following table outlines the specific position requirements of event equipment hire personnel engaged at the ERC:

| Title                                               | Event Equipment Hire Personnel                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|-----------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Location                                            | Nominated ERC                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Overview Statement                                  | <ul style="list-style-type: none"> <li>• The Event Equipment Contractor is required to set up the ERC to the requirements of the VOLS and the site set up plan.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Duties                                              | <p><i>Each nominated ERC has a pre-developed Facility Set Up plan which is to be implemented to ensure the safe arrival of attendees at the ERC.</i></p> <ul style="list-style-type: none"> <li>• Setup of all equipment as outlined in the Facility Plan for the nominated ERC.</li> <li>• Work with the VOLS to identify the most appropriate temporary equipment to help accommodate for attendees at an ERC, which may differ from the recommendations outlined in the Facility Plan.</li> <li>• Resourcing of appropriate staff to ensure set up is carried out safely in a expeditious time frame.</li> <li>• Pack up all temporary event equipment once the ERC is deactivated.</li> </ul> |
| Qualifications, Accredited Competencies, Insurances | <ul style="list-style-type: none"> <li>• Public Liability Insurance to the value of \$20 million (if a contractor)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Skills, Knowledge & Experience                      | <ul style="list-style-type: none"> <li>• Experience working in an event based scenario where timely set up is required, and contingency scenarios may be required to accommodate high numbers of people overnight and for several days.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Occupational Health and Safety                      | <ul style="list-style-type: none"> <li>• Observe safe working procedures.</li> <li>• Report any OH&amp;S risk on site to the VOLS or the ERC Manager for immediate follow up.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Uniform                                             | <ul style="list-style-type: none"> <li>• Must wear appropriate high visibility safety clothing in accordance with working on roadways and road reserve.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Line Relationships                                  | <p>Reports on site to :</p> <ul style="list-style-type: none"> <li>• VOLS</li> </ul> <p>Liaises with :</p> <ul style="list-style-type: none"> <li>• Other ERC Staff from Local Government Authority, support agencies using temporary equipment, on-site security contractor.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                          |



ERC Standard Operating Guidelines

7.14 Catering Contractors

The following outlines the role of Catering Contractors from the Service Agreement – Catering

TERMS OF ENGAGEMENT

1. The nominated catering organisation must have personnel available to be deployed to the site of an ERC within 2 hours.
2. It is advisable that the VOLS obtains support from Council's Environmental Health Officer to ensure that correct food handling procedures are being met.
3. The following table outlines the specific position requirements of catering personnel engaged at the ERC:

| Title                                               | Catering Personnel                                                                                                                                                                                                                                                                     |
|-----------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Location                                            | Nominated ERC                                                                                                                                                                                                                                                                          |
| Overview Statement                                  | <ul style="list-style-type: none"> <li>• To provide catering services at the nominated ERC, to supervise volunteers/employees in the provision of food and refreshments.</li> </ul>                                                                                                    |
| Duties                                              | <ul style="list-style-type: none"> <li>• <i>Preparation of food for displaced persons</i></li> <li>• <i>Liaise with ERC Manager regarding resourcing required for catering</i></li> <li>• <i>Supervising food handling practices, skills and knowledge of food handlers</i></li> </ul> |
| Qualifications, Accredited Competencies, Insurances | <ul style="list-style-type: none"> <li>• <i>Nominated Food Safety Supervisor</i></li> <li>• <i>Basic food handling for catering staff (Level 1 or internal company training)</i></li> <li>• <i>Public Liability Insurance of contractor</i></li> </ul>                                 |
| Skills, Knowledge & Experience                      | <ul style="list-style-type: none"> <li>• <i>Food hygiene and safety</i></li> <li>• <i>Ability to work in high stress environment</i></li> </ul>                                                                                                                                        |
| Occupational Health and Safety                      | <ul style="list-style-type: none"> <li>• <i>Observe safe working procedures</i></li> <li>• <i>Report any OH&amp;S risk on site to VOLS for immediate followup</i></li> </ul>                                                                                                           |
| Uniform                                             | <ul style="list-style-type: none"> <li>• <i>Must be clearly identifiable as catering personnel (Personal Identification)</i></li> <li>• <i>Appropriate attire for kitchen (non-slip enclosed footwear, apron or other protective outer-clothing)</i></li> </ul>                        |
| Line Relationships                                  | <ul style="list-style-type: none"> <li>• <i>Reports on site to VOLS</i></li> <li>• <i>Liaises with other ERC staff, Local Government representatives and other on-site contractors/support agencies</i></li> </ul>                                                                     |

SECTION 8

APPENDICIES

ERC Standard Operating Guidelines

## A. ERC Activation Protocol

These protocols apply to the activation of all ERCs.

### 1. PURPOSE

To ensure the appropriate response to an emergency through the provision of Emergency Relief Centres (ERC's) for community relocation.

### 2. POLICY POSITION

Emergency Relief Centre Activation

- Opening of an ERC is a decision made by the Victoria Police, fulfilling the role of Municipal Emergency Response Coordinator (MERC), in consultation with fire authorities and Council's Municipal Emergency Resources Officer (MERO) and Municipal Recovery Manager (MRM) to accommodate residents relocating in response to a direct emergency.
- Activation of an ERC can also be directed by another area's MERC operating out of another Municipal Emergency Coordination Centre (MECC).
- Activation of an ERC is determined once the location of the emergency is known and is typically located well away from any threat to ensure public safety.
- Council may activate ERC's in the instance where a situation is of genuine emergency.
- An activated ERC is only able to provide basic support services such as food, first aid and emergency shelter.

#### Key Messaging

Council will clearly communicate to the community that it will only provide for an ERC in the instance of an active emergency situation, but will make known where these centres may be located.

The following will form the basis of key messages that will be distributed in preparedness to any emergency:

- ERC's are not the most comfortable places to relocate to. Community members should first consider relocating to family, friends or other individual options away from fire-prone or other emergency affected areas.
- An ERC should be considered only as a last resort relocation option when making a decision to leave on severe, extreme or code red fire danger rating days.
- An ERC provides only basic support services such as food, first aid and emergency shelter.
- Individuals who seek to relocate to an ERC need to ideally bring with them sturdy footwear, change of clothes for hot and cool weather and toiletries.
- Individuals relocating in preparedness to a not yet active emergency are to consider their own options in relocating to places such as family and friends or other individual options away from fire-prone or other emergency affected areas. Similarly, those seeking to relocate their animals must also consider a suitable place to agist or house their pets in these instances.
- Council will distribute messages to the Community about which Emergency Relief Centres are open through 774AM ABC Radio and its emergency broadcast affiliates, Council(s) Website and the Customer Service Line(s), the Victorian Bushfire Information Line (1800 240 667), CFA and DSE websites.

Refer to Task 4.1 Activate ERC

ERC Standard Operating Guidelines

**B. Emergency Relief Centre Locations**

| Emergency Relief Centre                                                                                            | Township          | Address                                                                                             |
|--------------------------------------------------------------------------------------------------------------------|-------------------|-----------------------------------------------------------------------------------------------------|
| <b>Tier 2 and 3 emergency events</b>                                                                               |                   |                                                                                                     |
| <b>Blue Water Fitness</b>                                                                                          | <b>Colac</b>      | <b>Hearn Street, Colac</b>                                                                          |
| <i>Colac back up venue (If Blue Water Fitness is unavailable)</i><br>Colac Turf Club                               | Colac             | 38 Colac-Lavers Hill Rd,<br>Colac                                                                   |
| <b>Apollo Bay P-12 College</b>                                                                                     | <b>Apollo Bay</b> | <b>20 Pengilley Avenue<br/>Apollo Bay</b>                                                           |
| <i>Back up venue (If Apollo Bay P-12 College is unavailable)</i><br>Apollo Bay Youth Club or<br>Recreation Reserve | Apollo Bay        | Youth Club<br>21 Moore Street Apollo Bay<br>Recreation Reserve<br>70 Great Ocean Road<br>Apollo Bay |
| <b>Tier 1 emergency events (Local impact only)</b>                                                                 |                   |                                                                                                     |
| Blue Water Fitness                                                                                                 | Colac             | Hearn Street, Colac                                                                                 |
| Apollo Bay P-12 College                                                                                            | Apollo Bay        | 20 Pengilley Avenue,<br>Apollo Bay                                                                  |
| Forrest Hall                                                                                                       | Forrest           | Grant Street,<br>Forrest                                                                            |
| Birregurra Hall and Recreation Reserve                                                                             | Birregurra        | Barry Street<br>Birregurra                                                                          |
| Wye River Surf Club                                                                                                | Wye River         | Great Ocean Road<br>Wye River                                                                       |
| Lavers Hill Hall                                                                                                   | Lavers Hill       | Lavers Hill Road                                                                                    |



ERC Standard Operating Guidelines

C. Role Statements

Also See:

Task 2.2 ERC Team Roles

Section 7 – Duty Statements

Emergency Relief Centre Manager (Controller)

|          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Overview | To oversee the daily operations of a designated Emergency Relief Centre (ERC) to ensure the provision of support and essential needs in a safe, appropriate environment for people relocating and seeking shelter in the event of an emergency.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Duties   | <ol style="list-style-type: none"> <li>1. Overall management and control of the ERC             <ul style="list-style-type: none"> <li>• Oversee the setup and opening of the ERC</li> <li>• Responsible for day to day operation of the ERC</li> <li>• Authority to approve attendance of agencies to operate at the ERC;</li> <li>• Authority to direct setup and placement of agencies throughout the ERC</li> <li>• Authority to deny access to the ERC to individuals</li> <li>• Oversee the deactivation and closure of the ERC</li> </ul> </li> <li>2. Maintenance of safety of the ERC             <ul style="list-style-type: none"> <li>• Facilitate risk management assessment of the ERC</li> <li>• Ensure health and safety of staff, residents, other agencies is maximised through adherence to OH&amp;S guidelines</li> <li>• Ensure the primary health needs of attendees are being monitored and liaise with MRM to ensure appropriate service response</li> </ul> </li> <li>3. Manage information flow to/ from and within ERC             <ul style="list-style-type: none"> <li>• Responsible for sign off of all external communication from ERC</li> <li>• Supervise the maintenance of up to date information boards for ERC</li> <li>• Liaise with MRM daily, or as required, to identify issues of concern and update on activities of ERC</li> <li>• Liaise with Communications &amp; Media Liaison Officer in relation to media attendance and requests for information at ERC. In the absence of the CMLO, liaise with the MECC about appropriate media management options.</li> <li>• Conduct daily briefings for agencies within ERC</li> </ul> </li> <li>4. Maintenance of and supply of equipment and essential provisions             <ul style="list-style-type: none"> <li>• Oversee the equipment needs within the ERC to ensure adequate standard</li> <li>• Work with VOLS to ensure adequate supplies of essential items within ERC</li> <li>• Liaise with MECC regarding equipment and supplies and arrange purchase of supplies locally if required</li> </ul> </li> <li>5. Management and supervision of ERC staff             <ul style="list-style-type: none"> <li>• Supervise the activities of the ERC team, including staff from other areas eg. Animal Management, Public Health</li> <li>• Supervise the wellbeing of staff to ensure regular breaks, personal support, debriefing</li> <li>• Undertake briefings of staff as they commence shifts at the ERC and debrief at the end of shift</li> <li>• Oversee all staff to ensure all are dressed in appropriate clothing and identification tabards during shifts at ERC</li> </ul> </li> <li>6. Information / data collection</li> </ol> |



ERC Standard Operating Guidelines

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|-----------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                     | <ul style="list-style-type: none"> <li>• Oversee record keeping to ensure all communication and activity is captured and documented correctly</li> <li>• Liaise with Red Cross to facilitate registration of attendees</li> <li>• Facilitate completion by agencies and sign off on daily sit rep report from ERC daily</li> <li>• Liaise with MRM at MECC regularly</li> </ul> <p>7. Responding to special needs groups within ERC</p> <ul style="list-style-type: none"> <li>• Facilitate appropriate response to special needs within ERC – CALD, people with disabilities, children, frail aged</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <p>Qualifications &amp; Accredited Competencies</p> | <ul style="list-style-type: none"> <li>• Participation in Induction, Annual training and exercises for ERC teams</li> <li>• Participation in SES Introduction to Emergency Management</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <p>Skills, Knowledge &amp; Experience</p>           | <p><b>JUDGEMENT AND DECISION MAKING</b></p> <ul style="list-style-type: none"> <li>• This position requires skill in problem solving and particularly to be proactive and innovative in the approach used to develop solutions to issues as they arise at the ERC</li> <li>• Ability to manage multiple priorities and tasks simultaneously</li> <li>• Ability to provide information to the MRM, agencies attending the ERC, staff and affected persons attending the ERC in a timely and appropriate manner</li> <li>• Demonstrated ability to be flexible and responsive to meet the needs of the staff, agencies and affected residents at the ERC.</li> <li>• Ability to adapt to change, negotiate compromise and tolerate ambiguity</li> </ul> <p><b>SPECIALIST SKILLS AND KNOWLEDGE</b></p> <ul style="list-style-type: none"> <li>• Well developed event management skills and a demonstrated ability to manage in a complex, highly stressful environment</li> <li>• High level skills in successful management and facilitation with a variety of groups and organisations including individual community members.</li> <li>• High level of resource management skills particularly with respect to managing and coordinating a staff team within a flexible and constantly changing work environment.</li> <li>• Competency in use of computer resources to support work team</li> </ul> <p><b>MANAGEMENT SKILLS</b></p> <ul style="list-style-type: none"> <li>• Ability to provide strong leadership, effective communications and appropriate resources to a team of professional service providers.</li> <li>• High level of written and verbal communication skills and a high level of negotiation skills and the ability to resolve problems innovatively.</li> <li>• Ability to perform a strategic management role and to ensure appropriate service delivery consistent with corporate objectives and the service expectation of customers as appropriate.</li> <li>• Ability to organise work activities, delegate work and directly supervise a diverse work unit, including possible volunteers and employees</li> <li>• Ability to respond quickly and flexibly to unexpected issues and queries</li> </ul> <p><b>INTERPERSONAL SKILLS</b></p> <ul style="list-style-type: none"> <li>• Highly developed interpersonal skills evidenced by an ability to maintain effective relationships with other agencies, media, visiting politicians, the community, management and staff.</li> <li>• Well developed skills in written and verbal communication</li> <li>• Effective listening skills</li> <li>• Ability to analyse and resolve problems relating to the operation of the ERC with internal and external stakeholders.</li> <li>• Commitment to high levels of customer service.</li> <li>• Commitment to working a team environment.</li> </ul> |

ERC Standard Operating Guidelines

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|-----------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                         | <ul style="list-style-type: none"> <li>• Proven ability to successfully collaborate cross-organisationally.</li> <li>• Proven ability to deal with people from a wide range of cultural backgrounds</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <i>Health and Safety Considerations</i> | Ability to work in a dynamic and robust work environment, necessitating shift work and out of hours and overnight shifts                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <i>Line Relationships</i>               | <p>Reports To:</p> <ul style="list-style-type: none"> <li>• MRM</li> </ul> <p>Liaises with and oversees within the ERC:</p> <ul style="list-style-type: none"> <li>• VOLS</li> <li>• ERC Support Team – Administration, ERC Support,</li> <li>• Staff from other Sub Plans providing support, including:             <ul style="list-style-type: none"> <li>○ Local Laws</li> <li>○ Public Health</li> <li>○ IT</li> <li>○ Public Relations</li> </ul> </li> </ul> <p>Supervises:</p> <ul style="list-style-type: none"> <li>• Contractors providing services to support the operation of the ERC, including:             <ul style="list-style-type: none"> <li>○ Security firms</li> <li>○ Traffic Management firms</li> <li>○ Catering</li> <li>○ Cleaning</li> </ul> </li> <li>• Staff from support agencies located within the ERC, including:             <ul style="list-style-type: none"> <li>○ Centrelink</li> <li>○ Department of Human Services</li> <li>○ Personal Support &amp; Counselling agencies</li> <li>○ Red Cross</li> <li>○ Salvation Army</li> <li>○ SES</li> <li>○ Victoria Police</li> <li>○ St Johns Ambulance</li> </ul> </li> </ul> <p>Internal Relationships</p> <ul style="list-style-type: none"> <li>• MECC ERC Support team</li> <li>• MECC Resources Co-ordinator</li> </ul> <p>External Relationships:</p> <ul style="list-style-type: none"> <li>• Residents, visitors to area, workers attending ERC</li> <li>• Media representatives</li> <li>• Politicians visiting venue</li> </ul> |

ERC Standard Operating Guidelines

Venue Operations and Logistics Supervisor (VOLS)

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| <p>Overview</p> | <p>To manage the daily operations of a designated ERC to ensure the provision of a safe, clean, appropriate environment for people relocating and seeking shelter in the event of an emergency.</p> <p>This position supports the delivery of emergency relief services as defined by the Emergency Management Act 1986. It forms part of an integrated and co-ordinated response to the needs of affected individuals in the event of an emergency. The position works closely with the ERC Manager and supports the activities of the MECC.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <p>Duties</p>   | <ol style="list-style-type: none"> <li>1. Logistics and operation of the ERC             <ul style="list-style-type: none"> <li>• Under the direction of the ERC Manager facilitate the setup and opening of the ERC</li> <li>• Provide for the day to day operation of the ERC</li> <li>• Co-ordinate the movement and setup of agencies within the ERC;</li> <li>• Co-ordinate the operational functions of cleaning, rubbish removal to ensure a high standard of cleanliness is maintained throughout the ERC</li> <li>• Under the direction of the ERC Manager facilitate the deactivation and closure of the ERC</li> </ul> </li> <li>2. Maintenance of safety of the ERC             <ul style="list-style-type: none"> <li>• Implement any actions required to ensure a safe environment responding to the issues identified by the risk management assessment of the ERC</li> <li>• Ensure health and safety of staff, residents and other agencies is maximised through adherence to OH&amp;S guidelines</li> <li>• Supervise the access and egress to the facility by vehicles through implementation of the Facility Traffic Management Plan</li> <li>• Oversee the placement of directional and facility signage throughout the ERC to ensure use of the facility is clearly identifiable</li> </ul> </li> <li>3. Maintenance of and supply of equipment and essential provisions             <ul style="list-style-type: none"> <li>• Manage the equipment needs within the ERC to ensure adequate standard of equipment is used</li> <li>• Oversee the supply of essential provisions to ensure adequate supplies of essential items within ERC</li> <li>• Liaise with the MECC regarding equipment and supplies and arrange purchase of supplies locally, if required</li> </ul> </li> <li>4. Management and supervision of contractors             <ul style="list-style-type: none"> <li>• Supervise the activities of contractors undertaking the following actions:                 <ul style="list-style-type: none"> <li>• Security</li> <li>• Traffic management</li> <li>• Catering</li> <li>• Cleaning and rubbish removal</li> </ul> </li> <li>• Oversee the activities of staff providing the following services within the ERC:                 <ul style="list-style-type: none"> <li>• Animal Management</li> <li>• Public Health</li> <li>• IT</li> </ul> </li> <li>• Supervise the wellbeing of staff and contractors to ensure regular breaks, personal support, debriefing</li> <li>• Participate in daily briefings of staff as they commence shifts at the ERC and debrief at the end of shift</li> <li>• Supervise the provision of appropriate clothing and identification tabards to ensure all staff are dressed appropriately and identified appropriately during shifts at ERC</li> </ul> </li> </ol> |

ERC Standard Operating Guidelines

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|------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                          | <p>5. Responding to special needs groups within ERC</p> <p>Assist the ERC Manager and Support staff to ensure there is an appropriate response to special needs within ERC – CALD, people with disabilities, children, frail aged</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Qualifications & Accredited Competencies | <ul style="list-style-type: none"> <li>• Participation in Induction, annual training and exercises for ERC teams</li> <li>• Participation in SES Introduction to Emergency Management</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Skills, Knowledge & Experience           | <p>JUDGEMENT AND DECISION MAKING</p> <ul style="list-style-type: none"> <li>• This position requires skill in problem solving and particularly to be proactive and innovative in the approach used to develop solutions to issues as they arise at the ERC</li> <li>• Ability to manage multiple priorities and tasks simultaneously</li> <li>• Ability to provide information to the ERC Manager, in a timely and appropriate manner</li> <li>• Demonstrated ability to be flexible and responsive to meet the needs of the staff, agencies and affected residents at the ERC</li> <li>• Ability to adapt to change, negotiate compromise and tolerate ambiguity</li> </ul> <p>SPECIALIST SKILLS AND KNOWLEDGE</p> <ul style="list-style-type: none"> <li>• Well developed facility management skills and a demonstrated ability to manage in a complex, highly stressful environment</li> <li>• Well developed capacity to manage resources, particularly with respect to managing a facility within a flexible and constantly changing environment.</li> <li>• Competency in use of computer resources to support staff and contractors</li> </ul> <p>MANAGEMENT SKILLS</p> <ul style="list-style-type: none"> <li>• Ability to provide strong leadership, effective communications and appropriate resources within a team of professional service providers.</li> <li>• Good verbal communication skills and a high level of negotiation skills and the ability to resolve problems innovatively.</li> <li>• Ability to organise work activities, delegate work and directly supervise a diverse work unit, including possible employees, volunteers and contractors</li> <li>• Ability to respond quickly and flexibly to unexpected issues and queries</li> </ul> <p>INTERPERSONAL SKILLS</p> <ul style="list-style-type: none"> <li>• Highly developed interpersonal skills evidenced by an ability to maintain effective relationships with other agencies, the community, management and staff.</li> <li>• Well developed skills in written and verbal communication</li> <li>• Effective listening skills</li> <li>• Ability to analyse and resolve problems relating to the operation of the ERC with internal and external stakeholders</li> <li>• Commitment to high levels of customer service</li> <li>• Commitment to working in a team environment</li> <li>• Proven ability to successfully collaborate cross-organisationally</li> <li>• Ability to deal with people from a wide range of cultural backgrounds</li> </ul> |
| Health and Safety Considerations         | <ul style="list-style-type: none"> <li>• Ability to work in a dynamic and robust work environment, necessitating shift work and out of hours and overnight shifts</li> <li>• Ability to lift, move furniture and equipment</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Line Relationships                       | <p>Reports To:</p> <ul style="list-style-type: none"> <li>• ERC Manager</li> </ul> <p>Supervises:</p> <p>Staff from other Sub plans providing support, including:</p> <ul style="list-style-type: none"> <li>• Local Laws</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |

ERC Standard Operating Guidelines

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|  | <ul style="list-style-type: none"><li>• Public Health</li><li>• IT</li><li>• Public Relations</li></ul> <p>Contractors providing services to support the operation of the ERC, including:</p> <ul style="list-style-type: none"><li>• Security firms</li><li>• Traffic Management firms</li><li>• Catering</li><li>• Cleaning</li></ul> <p>Liases with :</p> <p>Staff from support agencies located within the ERC, including:</p> <ul style="list-style-type: none"><li>• Centrelink</li><li>• Department of Human Services</li><li>• Personal Support &amp; Counselling agencies</li><li>• Red Cross</li><li>• The Salvation Army</li><li>• SES</li><li>• Victoria Police</li><li>• St John's Ambulance</li></ul> <p>Internal Relationships:</p> <ul style="list-style-type: none"><li>• MECC ERC Support team</li><li>• MECC Resources Co-ordinator</li></ul> <p>External Relationships:</p> <p>Residents, visitors to area, workers attending ERC</p> |
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ERC Standard Operating Guidelines

Emergency Relief Centre Support Officer

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| <p>Overview</p>                                     | <p>To support the delivery of operations of a designated ERC so that the provision of support and essential needs in a safe, appropriate environment for people relocating and seeking shelter in the event of an emergency occurs.</p> <p>This position supports the delivery of emergency relief services as defined by the Emergency Management Act 1986. It forms part of an integrated and co-ordinated response to the needs of affected individuals in the event of an emergency. The position works under the direction of the ERC Manager.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <p>Duties</p>                                       | <p>1 Daily operations of the ERC</p> <ul style="list-style-type: none"> <li>• Undertake tasks as directed to support the operation of the ERC. These will include, but not be limited to:             <ul style="list-style-type: none"> <li>○ Meet and greet attendees</li> <li>○ Marshalling and directing attendees within ERC</li> <li>○ Overseeing sleeping arrangements</li> <li>○ Assisting with care of particular groups – children, older people, people with special needs</li> </ul> </li> </ul> <p>2 Interaction and information provision to attendees of the ERC</p> <ul style="list-style-type: none"> <li>• Meet and greet attendees as they arrive at the ERC</li> <li>• Provide information to attendees at the ERC, as directed by the ERC Manager</li> </ul> <p>3. Maintenance of safety of the ERC</p> <ul style="list-style-type: none"> <li>• Maintain the orderly setup of the ERC</li> <li>• Report risks and hazards to the ERC Manager</li> <li>• Communicate with attendees to identify their primary health and report any needs to the ERC Manager for appropriate service response</li> </ul> <p>4. Assist in the information flow within ERC</p> <ul style="list-style-type: none"> <li>• Assist in the maintenance of up to date information boards for ERC</li> <li>• Liaise with ERC Manager frequently to identify issues of concern and update on activities of ERC</li> </ul> <p>5. Information / data collection</p> <ul style="list-style-type: none"> <li>• Undertake record keeping as directed</li> <li>• Assist Red Cross to facilitate registration of attendees if required</li> </ul> <p>6. Responding to special needs groups within ERC</p> <ul style="list-style-type: none"> <li>• Facilitate appropriate response to special needs within ERC – CALD, people with disabilities, children, frail aged</li> </ul> |
| <p>Qualifications &amp; Accredited Competencies</p> | <ul style="list-style-type: none"> <li>• Participation in induction, annual training and exercises for ERC teams</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |

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| <p><i>Skills, Knowledge &amp; Experience</i></p> | <p>1. Judgement and Decision making</p> <ul style="list-style-type: none"> <li>• This position requires skill in problem solving and particularly to be proactive and innovative in the approach used to develop solutions to issues as they arise at the ERC</li> <li>• Ability to manage multiple priorities and tasks simultaneously</li> <li>• Ability to provide information to the ERC Manager, agencies attending the ERC, staff and affected persons attending the ERC in a timely and appropriate manner</li> <li>• Demonstrated ability to be flexible and responsive</li> <li>• Ability to adapt to change, negotiate compromise and tolerate ambiguity</li> </ul> <p>2. Specialist skills and knowledge</p> <ul style="list-style-type: none"> <li>• Demonstrated ability to manage in a complex, highly stressful environment</li> <li>• Skills in successful management and facilitation with a variety of groups and organisations, including individual community members.</li> <li>• Competency in use of computer resources to support work team</li> </ul> <p>3. Management Skills</p> <ul style="list-style-type: none"> <li>• Ability to effectively communicate and identify appropriate resources required within a team of professional service providers.</li> <li>• Good written and verbal communication skills and ability to verbally negotiate and resolve problems innovatively.</li> <li>• Ability to provide appropriate service delivery consistent with corporate objectives and the service expectation of customers, as appropriate.</li> <li>• Ability to organise work activities, and work efficiently in a diverse work unit, including possible volunteers and employees</li> <li>• Ability to respond quickly and flexibly to unexpected issues and queries</li> </ul> <p>4. Interpersonal Skills</p> <ul style="list-style-type: none"> <li>• Good interpersonal skills evidenced by an ability to maintain effective relationships with other team members, other agencies, visiting politicians, the community, management and staff.</li> <li>• Well developed skills in written and verbal communication</li> <li>• Effective listening skills</li> <li>• Commitment to high levels of customer service.</li> <li>• Commitment to working in a team environment.</li> <li>• Proven ability to successfully collaborate cross-organisationally.</li> <li>• Proven ability to deal with people from a wide range of cultural backgrounds</li> </ul> |
| <p><i>Health and Safety Considerations</i></p>   | <p>Ability to work in a dynamic and robust work environment, necessitating shift work and out of hours and overnight shifts</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <p><i>Line Relationships</i></p>                 | <p>Reports To:</p> <ul style="list-style-type: none"> <li>• ERC Manager (Controller)</li> </ul> <p>Liases with<br/>Staff from support agencies located within the ERC, including:</p> <ul style="list-style-type: none"> <li>• Centrelink</li> <li>• Department of Human Services</li> <li>• Personal Support &amp; Counselling agencies</li> <li>• Red Cross</li> <li>• The Salvation Army</li> <li>• SES</li> <li>• Victoria Police</li> <li>• St John's Ambulance</li> <li>• Contractors providing services to support the operation of the ERC, including:             <ul style="list-style-type: none"> <li>○ Security firms</li> <li>○ Traffic Management firms</li> <li>○ Catering</li> <li>○ Cleaning</li> </ul> </li> </ul> <p>Internal Relationships</p> <ul style="list-style-type: none"> <li>• MECC ERC Support team</li> <li>• MRM</li> </ul> <p>External Relationships:</p> <ul style="list-style-type: none"> <li>• Residents, visitors to area, workers attending ERC</li> <li>• Politicians visiting venue</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |

ERC Standard Operating Guidelines

Emergency Relief Centre Administration Support Officer

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| <p>Overview</p>                                     | <p>To provide administrative support in the delivery of operations of a designated ERC so that the provision of support and essential needs in a safe, appropriate environment for people relocating and seeking shelter in the event of an emergency occurs.</p> <p>This position supports the delivery of emergency relief services as defined by the Emergency Management Act 1986. It forms part of an integrated and co-ordinated response to the needs of affected individuals in the event of an emergency. The position works under the direction of the ERC Manager.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <p>Duties</p>                                       | <p>Responding to needs of staff/ attendees in the ERC</p> <ul style="list-style-type: none"> <li>• Log requests of staff or attendees in ERC</li> <li>• Communicate requests of ERC back to MECC</li> <li>• Answer incoming telephone calls to the ERC</li> <li>• Perform typing duties as required</li> </ul> <p>Information / data collection</p> <ul style="list-style-type: none"> <li>• Maintain ERC log</li> <li>• Update ERC attendance data for evacuees, volunteers, staff etc</li> <li>• Assist Red Cross to facilitate registration of attendees if required</li> <li>• Collate information for development of reports</li> </ul> <p>Assist in the information flow within the ERC</p> <ul style="list-style-type: none"> <li>• Collate incoming information/communications from MECC</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <p>Qualifications &amp; Accredited Competencies</p> | <ul style="list-style-type: none"> <li>• Participation in induction, annual training and exercises for ERC teams</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <p>Skills, Knowledge &amp; Experience</p>           | <p><b>JUDGEMENT AND DECISION MAKING</b></p> <ul style="list-style-type: none"> <li>• Ability to manage multiple priorities and tasks simultaneously</li> <li>• Ability to demonstrate initiative and work with minimal supervision</li> <li>• Ability to provide information to the ERC Manager, agencies attending the ERC, staff in the ERC and staff in the MECC in a timely and appropriate manner</li> <li>• Demonstrated ability to be flexible and responsive</li> <li>• Ability to adapt to change, negotiate compromise and tolerate ambiguity</li> </ul> <p><b>SPECIALIST SKILLS AND KNOWLEDGE</b></p> <ul style="list-style-type: none"> <li>• Demonstrated ability to manage in a complex, highly stressful environment</li> <li>• Competency in use of computer resources to support work team</li> </ul> <p><b>MANAGEMENT SKILLS</b></p> <ul style="list-style-type: none"> <li>• Ability to provide appropriate service delivery consistent with corporate objectives and the service expectation of customers, as appropriate.</li> <li>• Ability to organise work activities, and work efficiently in a diverse work unit, including possible volunteers and employees</li> <li>• Ability to respond quickly and flexibly to unexpected issues and queries</li> </ul> <p><b>INTERPERSONAL SKILLS</b></p> <ul style="list-style-type: none"> <li>• Good interpersonal skills evidenced by an ability to maintain effective relationships with other team members, other agencies, the community, management and staff.</li> <li>• Well developed skills in written and verbal communication</li> <li>• Effective listening skills</li> <li>• Commitment to working a team environment</li> <li>• Proven ability to successfully collaborate cross-organisationally</li> <li>• Proven ability to deal with people from a wide range of cultural backgrounds</li> <li>•</li> </ul> |

ERC Standard Operating Guidelines

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|-----------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Health and Safety Considerations</p> | <p>Ability to work in a dynamic and robust work environment, necessitating shift work and out of hours and overnight shifts</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <p>Line Relationships</p>               | <p>Reports To:</p> <ul style="list-style-type: none"> <li>• ERC Manager (Controller)</li> </ul> <p>Liaises with<br/>Staff from support agencies located within the ERC, including:</p> <ul style="list-style-type: none"> <li>• Centrelink</li> <li>• Department of Human Services</li> <li>• Personal Support &amp; Counselling agencies</li> <li>• Red Cross</li> <li>• The Salvation Army</li> <li>• SES</li> <li>• Victoria Police</li> <li>• St John's Ambulance</li> <li>• Contractors providing services to support the operation of the ERC, including:             <ul style="list-style-type: none"> <li>○ Security firms</li> <li>○ Traffic Management firms</li> <li>○ Catering</li> <li>○ Cleaning</li> </ul> </li> </ul> <p>Internal Relationships</p> <ul style="list-style-type: none"> <li>• MECC ERC Support team</li> <li>• MRM</li> </ul> <p>External Relationships:</p> <ul style="list-style-type: none"> <li>• Residents, visitors to area, workers attending ERC</li> <li>• Politicians visiting venue</li> </ul> |

ERC Standard Operating Guidelines



Refer to: Task 6.7 ERC Shift Handover

### Emergency Relief Centre- SMEACCS Briefing Template

|                          |                            |                                      |         |
|--------------------------|----------------------------|--------------------------------------|---------|
| Incident Name:           | Date:                      | Time:                                | AM / PM |
| Current Weather Forecast | Temp:                      | Fire Danger Index                    |         |
| Briefing Officer Name:   | Code Red<br>Severe<br>High | Extreme<br>Very High<br>Low-moderate |         |

Where ever, possible use dot points to summarise

|                |  |
|----------------|--|
| Situation      |  |
| Mission        |  |
| Execution      |  |
| Administration |  |
| Communications |  |
| Safety         |  |
| Questions      |  |

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.....ERC Standard Operating Guidelines.....

**SITUATION – Describe what is happening**

- What is the overall situation?
- What is at risk?
- What is the physical environment?
- What dangers and/or problems exist?

**MISSION – Describe what needs to be achieved**

- What is the overall mission?
- What are the objectives?
- Who or what is saveable?

**EXECUTION – Describe how you want things done**

- What are the tactics?
- How will the tasks be executed?

**ADMINISTRATION – Describe how it will be supported**

- What logistical support is required? Logistical support includes personnel, equipment and supplies, food, water, facilities.
- What is the timing for the various logistics?
- What resources are immediately available?
- What resources will become available and when?
- Where are the resources?

**COMMUNICATIONS – Describe how it will be coordinated**

- Who is in overall control of site?
- What is the chain of command for the site?
- What are the channels of communication?
- Confirm tasks with participants.

**SAFETY – Outline any procedures or risks**

- What are the aspects of the site that need raising regarding safe working procedures?
- Where is First Aid located?

**QUESTIONS – Offer opportunities for team questions and clarification**

- Open forum for two way conversations in a timely manner.

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Emergency Relief Centre- SMEACS Briefing \* \* \* Sample Only \* \* \*

|                                                                     |                               |                      |         |
|---------------------------------------------------------------------|-------------------------------|----------------------|---------|
| Incident Name: Otway Bushfire                                       | Date: 23-09-09                | Time: 16:00          | AM / PM |
| Current Weather Forecast: High North Winds 100km / h<br>Temp: 35 oC | Fire Danger Index<br>Code Red | Extreme<br>Very High |         |
| Briefing Officer Name: ERC Manager _____                            | Severe<br>High                | Low-moderate         |         |

|                |                                                                                                                                                                                                                                                          |
|----------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Situation      | Uncontained fire on the north west side of Wyre River - residents relocating. ERC opened in Colac.                                                                                                                                                       |
| Mission        | To facilitate the shelter of residents in the ERC, and where possible forward them on to other accommodation options. Coordinating with other agencies to provide support to those affected.                                                             |
| Execution      | ERC Team Alpha, DHS, Red Cross                                                                                                                                                                                                                           |
| Administration | Emergency Accommodation will be handled by EACH who will be arriving at 18:00pm. All other items of administration to be carried out by team staff.                                                                                                      |
| Communications | Specific details on any issue by staff to be direction to Operations and Logistics Officer or Deputy ERC Manager who will either deal with the matter or escalate it. Please keep a mobile phone on you at all times, and refer to Team Alpha phone list |
| Safety         | Outdoor floodlighting is yet to arrive for when it gets dark. If outside ERC please ensure you are wearing a high visibility vest.                                                                                                                       |
| Questions      | Of team members                                                                                                                                                                                                                                          |

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**E. SIT REP Template**

Refer to: Task 6.6 Liaison with Support Agencies & Task 6.7 ERC Shift Handover

| SitRep Prepared for (please tick)                                | Location | Contact Details          |
|------------------------------------------------------------------|----------|--------------------------|
| <input type="checkbox"/> Emergency Relief Centre                 | Location | Phone:<br>Fax:<br>Email: |
| <input type="checkbox"/> Municipal Emergency Coordination Centre | Location | Phone:<br>Fax:<br>Email: |

Sitrep no. (version no.)

Date of issue

Time period covered by the Sitrep (optional if not issue daily or similar)

1.0 Situation to date (what has happened)

- Brief summary of “start up details” – date, place, time, who
- Summary of overall situation to date
- Ensure old information is deleted, and do not just add new/additional info

2.0 Actions to date (what has been done)

- Brief reporting of actions completed to date
- Table format may be used for repeat actions and/or progressive totals or similar are given eg destructions statistics, no's of properties visited

3.0 Actions to be completed (what will be done)

- Brief reporting of scheduled/planned actions – typically for the period covered by the SitRep
- As above, table may be used for repeat actions
- Where the operation expects to be by the next SitRep

4.0 Issue(s)

- Present brief description of issue(s) that are known/reasonably expected to arise before the next SitRep is issued, eg. a shortage of a given resource, a significant OH&S issue
- Acknowledge of significant achievements, failures etc can be given here.

**GUIDANCE NOTE:**

- Information in the sitrep should be factual and largely with interpretation and conjecture.
- The information in a sitrep should cover the period between the last sitrep and the next sitrep.
- Sitreps should be brief and not a narrative (read in <3-5 mins). A report should be used for the provision of more detailed information.
- Sitreps should be specific for a given functional area, and not present information that is outside the specific functional area.
- It is acceptable for a sitrep to be issued that states – no change since last sitrep (see last sitrep for information)
- A map and other graphic can be part of a sitrep – ensure date/time of the graphic is shown on it, and there is a reference between the graphic and the sitrep.
- Each electronically produced sitrep should be saved as a new file, and all saved to the same folder

Prepared by: role/name  
Approved by: role/name

ERC Standard Operating Guidelines

F. SES ERC Resource Report

Refer to [Task 6.7 ERC Shift Handover](#)

## Emergency Relief Centre (ERC) Resource Report

### General Information

Centre Name: \_\_\_\_\_ Municipality: \_\_\_\_\_  
 Centre Location (street address): \_\_\_\_\_  
 Map Reference:  Melways  VICROADS (specify reference): \_\_\_\_\_  
 Phone number (fixed): \_\_\_\_\_  
 On Duty: Centre Manager: \_\_\_\_\_ Mobile: \_\_\_\_\_

### ERC Capacity

People  Sitting - Number \_\_\_\_\_  Sleeping - Number \_\_\_\_\_  
 Animals  No animals  Pets (cats, dogs)  Large animals (horses, goats)  
 Telecommunications:  Staff  Affected persons  
 Landline  Mobile (all networks)  Mobile (limited)

### Report

Date: \_\_\_\_\_ Time: \_\_\_\_\_ Person completing Form: \_\_\_\_\_  
 ERC Operational Hours: \_\_\_\_\_  
 Number of Persons present at ERC currently:  
 Affected persons: \_\_\_\_\_ Staff/ volunteers: \_\_\_\_\_  
 Expected number requiring overnight accommodation: \_\_\_\_\_  
 Number of NRIS registrations (progressive daily total):

| Relief requirement                        | On site | Agency providing service |
|-------------------------------------------|---------|--------------------------|
| Food                                      |         |                          |
| Water                                     |         |                          |
| Clothing                                  |         |                          |
| First Aid/ Medical                        |         |                          |
| Personal Support/ Psychological First Aid |         |                          |
| Community Information                     |         |                          |
| Facilities (toilets, sanitation, waste)   |         |                          |
| Immediate Financial Assistance            |         |                          |

General comments/ requirements/ gaps:

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## *Relief Centre Resource Requirements*

### Purpose:

1. To establish the current demand for services (as described in the template) at each relief centre and to determine gaps in capacity.
2. To pre-empt any projected increases in demand and ensure this is included in relief centre planning and resourcing.

### Process:

- DHS regions will work through local councils (MRM's or delegates) to establish the functioning status of each relief centre. Local Government to complete form.
- If any issues or gaps are identified they are to be addressed through the state escalation process:
  - Referred to the MECC for resolution, if unable to resolve
  - Refer to Regional Recovery Manager DHS for advice/ resolution, if unable to resolve
  - Refer to State Level of DHS.

### Description of requirements:

#### Capacity of relief centre

(sitting) - how many people can comfortably seek refuge in the centre? Factors that determine this are; available seating, shelter from adverse weather conditions, food and water, amenities.

(sleeping) - how many people can be accommodated at the site, with bed/ stretcher, blanket, sheets and pillow etc.

Animals – whether or not animals can be accommodated. Also specify whether there are facilities for small pets (cats, dogs, etc) or large ones (horses, goats).

Telecommunications - that a phone is available for the public to make calls and that there is mobile coverage (may not be available on all networks.)

#### Numbers of person at the centre -

Affected persons - how many people are currently in the centre?

Affected persons will include those who have registered on NRIS and those who are attending the ERC and chosen not to register.

Staff - the number of persons providing service to the public, including volunteers.

Numbers of persons providing service to the public will include government agencies, private organisations, volunteers and voluntary groups.

NRIS Registration - if registration is being undertaken, in the number column record the total number of people registered since 0000 hrs that day (if information available). This is to be a daily number not accumulative for the incident.

Food - services provided onsite for provision of meals, and or snacks available for the public.

Water - drinking water either on tap or bottled available

Clothing - If material aid organisations are presently providing services

First Aid/ medical - If services are not available on site, the closest location or how these services can be accessed.

Personal Support/ Psychological First Aid - If services are not available on site, the closest location affected persons can access these services, if known.

Community information - if local information on the emergency is available. Such as newsletters, community meetings, notice board etc.

Immediate Financial Assistance – if grants are available

Facilities (toilets, sanitation, waste) - If there are adequate toilet facilities for the number of people at the centre, and if people are being accommodated that showers are available.

Reporting Timelines – Reporting to occur twice daily, initial daily report at 0800hrs and final daily report at 1600 hrs.

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**G ERC Kits - Checklist**

Relief Centre Kit 'A' Contents

| ADMINISTRATIVE SUPPLIES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Relief Centre Resource Folder<br>Relief Centre Activation Booklet<br>Relief Centre Coordination Booklet<br>Relief Information Folder<br>Municipal Emergency Management Plan<br>Municipal Emergency Job Request/Memo Pad<br>Blue Tac<br>Bulldog Clips<br>Cello tape dispenser<br>Cello tape role<br>Clear Name Tags (6)<br>Clipboard (6)<br>Document Tray<br>Highlighter Pens (2)<br>Masking Tape<br>Pens (2 x red)<br>Pens (4 x Blue or Black)<br>Post It Note Pad<br>Scissors<br>Stapler<br>Staples<br>Sticky Labels<br>Whiteboard eraser x 1<br>Whiteboard markers x 3<br>Writing Pads (2)<br>Miscellaneous<br>Tabards – 1 Team Leader<br>Tabards – 3 other team members<br>Battery box contains batteries for<br>Megaphone, radio, clock, torch & spares<br>Clock<br>1 "AA" size batteries for clock<br>2 spare "AA" size batteries for clock<br>Torch<br>Batteries "D" size x 4<br>4 spare "D" size batteries for torch<br>Cassette Radio & Lead<br>Radio stations listed on radio<br>Batteries "C" size x4<br>4 spare "C" size batteries or radio<br>6 x "C" size batteries for megaphone<br>6 x spare "C" size batteries for megaphone<br><br>ALL BATTERIES REPLACED 11/09 check 2012 | Powerboard<br>Extension cord<br>Shire signs laminated<br>Staff Only (3)<br>Toilet (2)<br>Entry (1)<br>Enquiries (1)<br>Register Here (1)<br>Agency signs (6)<br>WSC magnetic car door signs (2)<br>Authorised Personnel Only (4)<br>First Aid Room (4)<br>Waiting Area: Please Take a Seat (4)<br>Red Cross: Registrations (4)<br>Red Cross: Enquiries (2)<br>Red Cross: ReCom (2)<br>Police (1)<br>Please Keep Clear: Thank you (4)<br>Relief Centre: Please Enter Through Other Door (2)<br>Relief Centre Entrance: Please Leave Animals Outside (2)<br>Relief Centre Entrance (2)<br>Relief Centre Parking (4)<br>Children's Activities (2)<br>Due to an emergency the activity planned in this facility has been cancelled/relocated (4)<br>Wristbands<br>Digital camera<br><br>Situation Report<br>Operations Folder with Forms<br>Team Leader Operations Log & other info.<br>Sign in & out Register<br>Message<br>WSC Registration Form<br>Reporting to the MECC Form<br>Kit C – List of Contents<br>Equipment Supplier List<br>Red Cross Registration Forms<br>Volunteer Register |

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Relief Centre Kit 'B' Contents

| TEAM SUPPLIES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Miscellaneous</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Bum bags x 4</li> <li><input type="checkbox"/> Chux Wipes</li> <li><input type="checkbox"/> Hats x4</li> <li><input type="checkbox"/> Cups (pkt)</li> <li><input type="checkbox"/> Deodorant pump pack</li> <li><input type="checkbox"/> Disinfectant</li> <li><input type="checkbox"/> Disposable gloves</li> <li><input type="checkbox"/> First Aid Kit</li> <li><input type="checkbox"/> Gaffer tape x1</li> <li><input type="checkbox"/> Insect Repellent</li> <li><input type="checkbox"/> Water bottles x 4 (fill at centre)</li> <li><input type="checkbox"/> Sunscreen</li> <li><input type="checkbox"/> Panadol (Use by March 2011) for staff use only</li> <li><input type="checkbox"/> Plastic spoons</li> <li><input type="checkbox"/> Rope</li> <li><input type="checkbox"/> Rubber gloves x 2 pairs</li> <li><input type="checkbox"/> Sanitary pads</li> <li><input type="checkbox"/> Tampons</li> <li><input type="checkbox"/> Tissues</li> <li><input type="checkbox"/> Toilet paper (2)</li> <li><input type="checkbox"/> Toothbrushes x 4</li> <li><input type="checkbox"/> Toothpaste</li> <li><input type="checkbox"/> Soap x 2</li> <li><input type="checkbox"/> Rubbish bags</li> </ul> | <p>Food Supplies</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Barley Sugar (Use by: 22/9/20010)</li> <li><input type="checkbox"/> Dry biscuits (Use by: 3/3/2010)</li> <li><input type="checkbox"/> Fruit/Nut mix (Use by: 2/04/2010)</li> <li><input type="checkbox"/> Lolly Mix (Use by: 25/10/2010)</li> <li><input type="checkbox"/> Muesli Bars (Use by: 11/05/2010)</li> <li><input type="checkbox"/> Cup a Soup (Use by: 21/8/2010)</li> <li><input type="checkbox"/> Coffee (Use by: 26/8/2010)</li> <li><input type="checkbox"/> Teabags (Use by: 8/9/2011)</li> <li><input type="checkbox"/> Long Life Milk (Use by: 3/03/2010)</li> <li><input type="checkbox"/> Sugar</li> </ul> |

Relief Centre Kit 'C' Contents

| Emergency Recovery/Relief Centre CAR KIT                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Administration Supplies</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> 2 Red Pens</li> <li><input type="checkbox"/> 2 Blue Pens</li> <li><input type="checkbox"/> 2 Highlighter Pens</li> <li><input type="checkbox"/> Clipboard</li> <li><input type="checkbox"/> 1 x Post It Notes</li> <li><input type="checkbox"/> Stapler &amp; Staples</li> <li><input type="checkbox"/> Cellotape in Dispenser</li> <li><input type="checkbox"/> Spare Roll of Cellotape</li> <li><input type="checkbox"/> Blue Tac</li> <li><input type="checkbox"/> 1 x ream A4 Paper</li> <li><input type="checkbox"/> Sticky Labels</li> <li><input type="checkbox"/> Scissors</li> <li><input type="checkbox"/> 2 x Bulldog Clip</li> <li><input type="checkbox"/> 1 x Marker</li> <li><input type="checkbox"/> Spirex Pad</li> <li><input type="checkbox"/> Phone Message Pad</li> <li><input type="checkbox"/> 2 x Writing Pads</li> </ul> | <p>Miscellaneous</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Torch &amp; Batteries</li> <li><input type="checkbox"/> Basic First Aid Kit</li> <li><input type="checkbox"/> Garbage Bags</li> <li><input type="checkbox"/> Disposable Gloves</li> <li><input type="checkbox"/> Roll on Insect Repellant</li> <li><input type="checkbox"/> Tea/Coffee/Sugar</li> <li><input type="checkbox"/> Polystyrene Cups</li> <li><input type="checkbox"/> Plastic Spoons</li> <li><input type="checkbox"/> Tissues</li> <li><input type="checkbox"/> Paper Towel</li> <li><input type="checkbox"/> 2 x Toilet Paper &amp; 2 x Soap</li> <li><input type="checkbox"/> Multi Purpose Wipes</li> </ul> <p>Communication Equipment</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Power board</li> <li><input type="checkbox"/> Radio</li> <li><input type="checkbox"/> 4 x "D" Batteries</li> <li><input type="checkbox"/> Double Adaptor</li> <li><input type="checkbox"/> Extension Cord</li> </ul> <p>Manuals/ Info Sheets</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Melways Ed. 33</li> <li><input type="checkbox"/> Local Phone Book</li> <li><input type="checkbox"/> Community Development Recovery Team Booklet</li> </ul> |

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H. Team Welfare De-brief

Refer to: Task 6.1 Reporting Requirements, Task 6.6 Liaison with Support Agencies & Task 6.7 ERC Shift Handover

Conducting the ERC team debriefing - Guidelines

A debriefing is semi-structured conversation with individuals who have just experienced a stressful or traumatic event. In most cases, the purpose of debriefing is to reduce any possibility of psychological harm by informing other people about their experience or allowing them to talk about it.

There should be somebody who leads the discussion (MRM, or ERC Manager). This person should use consistent questions at each debrief session. Some general guidelines are as follows:

- It is important for the facilitator to make sure there are no personal attacks on people.
- It is useful for participants to be familiar with questions before the actual session.
- Reserve enough time -- the debriefing should last as long as people have important things to say, but not go on for too long that people disengage.
- During the session form a circle. This helps to create open minded, face-to-face atmosphere.
- The task of facilitator is not to present his/her own opinion but to create an opportunity for all participants to contribute their ideas and feelings. The facilitator has to "keep an eye open" to make sure individuals are not sitting passively or getting off the track.
- From time to time the facilitator should summarise the general sentiment or the main point(s) -- to clarify an issue or before moving on to another question.

*What went well?*  
*This allows people to start off feeling acknowledged, safe and valid. It is just as important to recognise the things that have been done well as those that are weak. Deal with all the positives before moving to the things that did not go so well.*

Why Did Things Happen?

What will we do differently and better next time?

*What didn't go well?*  
*Once the "What went well?" section is dealt with you need to move onto those things that did not go as well as they could, or should have. This does not mean things were done wrong, although this may be the case, it means things that could have been done differently. It is important in this section to avoid people attacking other individuals. Any comments should be made in a constructive and objective manner. This potentially will be the facilitator's greatest challenge.*

Why Did Things Happen?

What will we do differently and better next time?

For each of the two points above ask the following questions for each.

*Why did things happen?*

This elicits reflection and interpretation of the experience. It is, in effect, looking for the contributing factor to what went or did not go well. Again, it is important to not allow things to degenerate into a blame session. The facilitator must listen and, if need be, re-word the comment to identify the contributing factor in a none personal way. Blaming people will not lead to anything constructive.

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*What will we do differently and better next time?*

This helps them learn what improvements need to be made. It is looking for ways that things can be improved. It is important to try and get all ideas regardless of how general they may be. Even if someone suggests something that may appear very odd, dramatic or totally wild, still record it.

*How can we use this?*

This helps people deliberately apply their learning to their work. It may be something that can be applied at an organisational level or something that would work at a team or individual level. It is about recognising leverage and suggesting at a general level where that can be applied.

The best way to present this is to use the whiteboard. Have four columns as shown below.

Summary

You know your debriefing has worked when your people have a clear plan for improvement. If they plan to do exactly the same thing again, they have not learned anything. This can be pretty tough when things are going well, but this is when you are most in danger of becoming complacent. Debriefing is what makes the difference for excellent teams who just keep getting better.

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### Debriefing Template

|                         |                       |        |         |
|-------------------------|-----------------------|--------|---------|
| ERC Team :              | Date :                | Time : | AM / PM |
| Debrief facilitated by: | Debrief participants: |        |         |

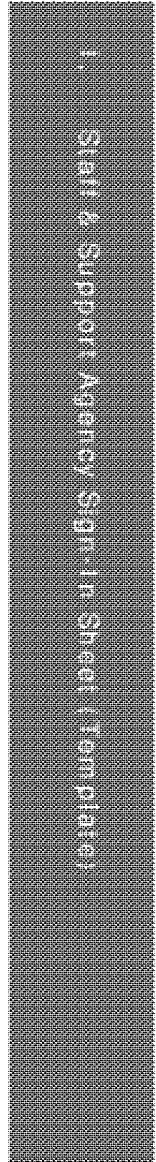
| ITEM                 | CONTRIBUTING FACTOR  | IMPROVEMENT                       | LEVERAGE             |
|----------------------|----------------------|-----------------------------------|----------------------|
| What went well?      | Why did this happen? | What will be different next time? | How can we use this? |
|                      |                      |                                   |                      |
| What didn't go well? | Why did this happen? | What will be different next time? | How can we use this? |
|                      |                      |                                   |                      |

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1. Staff & Support Agency Sign In Sheet (Template)

Refer Task 6.2 Sign In Requirements

**EMERGENCY RELIEF CENTRE SIGN IN SHEET**

To be filled in by all ERC staff, Support Agencies, Contractors and visitors.

ERC Name: \_\_\_\_\_

Responsible Officer: \_\_\_\_\_

| Name | Organisation | Date | Time In | Time Out | Role<br>(eg ERC, home) |
|------|--------------|------|---------|----------|------------------------|
|      |              |      |         |          |                        |
|      |              |      |         |          |                        |
|      |              |      |         |          |                        |
|      |              |      |         |          |                        |
|      |              |      |         |          |                        |
|      |              |      |         |          |                        |
|      |              |      |         |          |                        |
|      |              |      |         |          |                        |
|      |              |      |         |          |                        |
|      |              |      |         |          |                        |

Office use only: Entered electronically signed name: \_\_\_\_\_

Page \_\_\_\_\_ of \_\_\_\_\_

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REGISTRATION SHEET – FORM A

Purpose: To register all ERC staff, Support Agencies, Contractors and visitors who enter the ERC during an emergency situation.

To provide knowledge of whereabouts of all personnel participating in an emergency situation.

To provide documentation for salary purposes.

Location: Responsible officer to be located at the ERC.

Procedure: 1. Personnel to complete form on arrival.

2. Personnel to complete form upon completing their shift.

3. ERC Administration Support Staff to enter each completed sheet electronically and save under file for the ERC for the specific incident

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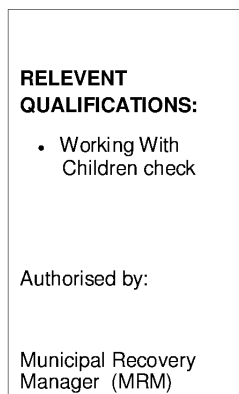
ERC Standard Operating Guidelines

J. ERC Staff Photo Identification

Refer [Task 6.2 Sign In Requirements](#)



**FRONT**



**BACK**

ERC Standard Operating Guidelines

**K Instructions for completing the NRIS form**

Refer Task 6.3 Registration of Attendees

| STEP                                                  | Heading                      | Information Required                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|-------------------------------------------------------|------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1                                                     | Incident Code                | Code will be provided at Inquiry Centre                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| 2                                                     | Place of Registration        | Actual place the form is being completed. Evacuation/Emergency Relief Centre, Welfare Centre, School, Church Hall etc.                                                                                                                                                                                                                                                                                                                                                         |
| 3                                                     | Date                         | DD/MM/YYYY eg 17/10/2003                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| 4                                                     | Time                         | Using 24 hour clock, eg 1600 (4pm)                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| 5                                                     | Identify Yourself ?          | Introduce yourself                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| * 6                                                   | Family Name *                | Printed in BLOCK letters<br>For reasons of clarity, correct spelling of the FAMILY NAME is critical. Please repeat the spelling of the FAMILY NAME back to the person being registered<br>Family groups must have SAME FAMILY NAME, SAME USUAL ADDRESS and SAME INTENDED ADDRESS to be registered on same form.<br>A differing FAMILY NAME requires a new form to be completed (Needs linkages, eg wife who has kept maiden name, cross reference in "Notes" at foot of form). |
| * 7                                                   | Given Name *                 | Printed in BLOCK letters<br>Should the person have a NICKNAME this is included in brackets after the GIVEN NAME eg Elizabeth (Beth)                                                                                                                                                                                                                                                                                                                                            |
| 8                                                     | Date of Birth or age         | DD/MM/YYY (eg 21/10/1976)                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| * 9                                                   | Gender *                     | M/F Male or Female                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| * 10                                                  | Hospital *                   | N for No<br>Y for Yes. Those sent to hospital will be registered at the hospital                                                                                                                                                                                                                                                                                                                                                                                               |
| 11                                                    | Deceased                     | Police Only Function<br>Yes or No<br>Fill in DECEASED only if information is confirmed. Information on deceased persons can only be released by Police.                                                                                                                                                                                                                                                                                                                        |
| * 12                                                  | Home Address *               | To include Town/suburb*, State* and Postcode* and be usual place of abode                                                                                                                                                                                                                                                                                                                                                                                                      |
| 13                                                    | Country                      | If Evacuee is from overseas                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| 14                                                    | Phone/ Mobile                | Include code (Area code)(number). Mobile number is very useful.                                                                                                                                                                                                                                                                                                                                                                                                                |
| * 15                                                  | Intended Destination *       | Location to which the persons registering expects to go or be conveyed to.                                                                                                                                                                                                                                                                                                                                                                                                     |
| 16                                                    | Phone/ Mobile                | (Do not enter Evacuation Centre phone number)                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| * 17                                                  | Permission to Release Info * | Yes – Inquirers can be told you are safe and where you are<br>No – No release of information, however Emergency Agencies will have access to this record.                                                                                                                                                                                                                                                                                                                      |
| 18                                                    | Signature                    | Signature of person being registered. This is to signify the person understands the "release of information"<br>Deceased – Police will sign<br>Hospitalised patient form can be signed by Hospital staff should the person be unable                                                                                                                                                                                                                                           |
| 19                                                    | Notes                        | eg "Home address of grandparents with whom grandchild has been evacuated".<br>Can also include information that may be required by another agency.                                                                                                                                                                                                                                                                                                                             |
| 20                                                    | Registration Recorded by     | Your family name and given name in BLOCK letters                                                                                                                                                                                                                                                                                                                                                                                                                               |
| 21                                                    | Registrar's Initials         | Your initials                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Distribution to State Inquiry Centre</b>           |                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 22                                                    | Fax, Email, RECOM, Other     | Tick box appropriate for method of distribution                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 23                                                    | Computer Entered             | Initial once data has been entered on NRIS, complete the Date and Time box                                                                                                                                                                                                                                                                                                                                                                                                     |
| 24                                                    | Review                       | Check all relevant boxes are complete<br>Is your writing clear?                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>REFER ANY QUERIES TO SUPERVISOR OR TEAM LEADER</b> |                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

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**L. Overnight Accommodation**

Refer Task 6.4 Issuing Wrist Bands

STAYING AT EMERGENCY RELIEF CENTRE (ERC)  
BUT NOT SLEEPING OVERNIGHT

| Colour Wrist Band... <b>RED</b> |      |               |                                 |                       |
|---------------------------------|------|---------------|---------------------------------|-----------------------|
| No                              | Name | Child<br>Y/ N | Registered<br>Red Cross<br>Y/ N | Wrist<br>Band<br>Y/ N |
| 1.                              |      |               |                                 |                       |
| 2.                              |      |               |                                 |                       |
| 3.                              |      |               |                                 |                       |
| 4.                              |      |               |                                 |                       |
| 5.                              |      |               |                                 |                       |
| 6.                              |      |               |                                 |                       |
| 7.                              |      |               |                                 |                       |
| 8.                              |      |               |                                 |                       |
| 9.                              |      |               |                                 |                       |
| 10.                             |      |               |                                 |                       |
| 11.                             |      |               |                                 |                       |
| 12.                             |      |               |                                 |                       |
| 13.                             |      |               |                                 |                       |
| 14.                             |      |               |                                 |                       |
| 15.                             |      |               |                                 |                       |
| 16.                             |      |               |                                 |                       |
| 17.                             |      |               |                                 |                       |
| 18.                             |      |               |                                 |                       |
| 19.                             |      |               |                                 |                       |
| 20.                             |      |               |                                 |                       |
| 21.                             |      |               |                                 |                       |
| 22.                             |      |               |                                 |                       |
| 23.                             |      |               |                                 |                       |
| 24.                             |      |               |                                 |                       |
| 25.                             |      |               |                                 |                       |
| 26.                             |      |               |                                 |                       |



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STAYING AT EMERGENCY RELIEF CENTRE (ERC)  
BUT SLEEPING OUTSIDE IN OWN TENT/ CARAVAN/ CAR

Colour Wrist Band... GREEN

| No  | Name | Child<br>Y/ N | Registered<br>Red Cross<br>Y/ N | Wrist<br>Band<br>Y/ N |
|-----|------|---------------|---------------------------------|-----------------------|
| 1.  |      |               |                                 |                       |
| 2.  |      |               |                                 |                       |
| 3.  |      |               |                                 |                       |
| 4.  |      |               |                                 |                       |
| 5.  |      |               |                                 |                       |
| 6.  |      |               |                                 |                       |
| 7.  |      |               |                                 |                       |
| 8.  |      |               |                                 |                       |
| 9.  |      |               |                                 |                       |
| 10. |      |               |                                 |                       |
| 11. |      |               |                                 |                       |
| 12. |      |               |                                 |                       |
| 13. |      |               |                                 |                       |
| 14. |      |               |                                 |                       |
| 15. |      |               |                                 |                       |
| 16. |      |               |                                 |                       |
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ERC Standard Operating Guidelines

STAYING AT EMERGENCY RELIEF CENTRE (ERC)  
 FAMILY ATTENDEE STAYING OVERNIGHT IN THE EMERGENCY RELIEF CENTRE (ERC)

Colour Wrist Band... PURPLE

| No  | Name | Child<br>Y/ N | Registered<br>Red Cross<br>Y/ N | Wrist<br>Band<br>Y/ N |
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ERC Standard Operating Guidelines

STAYING AT EMERGENCY RELIEF CENTRE (ERC)  
 SINGLE FEMALE STAYING OVERNIGHT IN THE EMERGENCY RELIEF CENTRE (ERC)

| No  | Name | Child<br>Y/ N | Registered<br>Red Cross<br>Y/ N | Wrist<br>Band<br>Y/ N |
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Colour Wrist Band... PINK

ERC Standard Operating Guidelines

STAYING AT EMERGENCY RELIEF CENTRE (ERC)  
SINGLE MALE STAYING OVERNIGHT IN THE EMERGENCY RELIEF CENTRE (ERC)

| No  | Name | Child<br>Y/ N | Registered<br>Red Cross<br>Y/ N | Wrist<br>Band<br>Y/ N |
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Colour Wrist Band... BLUE

ERC Standard Operating Guidelines

STAYING AT EMERGENCY RELIEF CENTRE (ERC)  
 UNACCOMPANIED CHILD (UNDER 18 YEARS) IN THE EMERGENCY RELIEF CENTRE (ERC)

Colour Wrist Band... **FLOURESCENT YELLOW**

| No  | Name | Child<br>Y/ N | Registered<br>Red Cross<br>Y/ N | Wrist<br>Band<br>Y/ N |
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ERC Standard Operating Guidelines

**M. Catering Order Form**

Refer Task 6.9 Catering

**EMERGENCY RELIEF CENTRE – Catering Requirements Order Form**

*The purpose of this form is to provide a request to the catering supplier of the ERC requirements for upcoming meals.*

Location: \_\_\_\_\_

Catering request to (tick):             Red Cross  
                                                   Salvation Army  
                                                   Contractor \_\_\_\_\_

Order place by: \_\_\_\_\_  
                                                  Venue Operations & Logistics Supervisor

Order revision    Yes       No

|      |         |
|------|---------|
| Date |         |
| Time | AM / PM |

|                                                          |                     |                 |                  |
|----------------------------------------------------------|---------------------|-----------------|------------------|
| Emergency Relief Centre Location                         |                     |                 |                  |
| Address                                                  |                     | Melway ref:     |                  |
| Total number of attendees at relief centre               | Evacuees            | LGA             | Support Agencies |
| Upcoming Meals Required                                  | Breakfast           | Date            | Time of service: |
|                                                          | Lunch               | Date            | Time of service: |
|                                                          | Dinner              | Date            | Time of service: |
| Special Dietary Requirements                             | Halal Food, no pork | Number of Meals |                  |
|                                                          | Vegetarian          | Number of Meals |                  |
|                                                          | Lactose Intolerant  | Number of Meals |                  |
|                                                          | Gluten Free         | Number of Meals |                  |
|                                                          | Wheat Free          | Number of Meals |                  |
|                                                          | Kosher              | Number of Meals |                  |
|                                                          | Nut Free            | Number of Meals |                  |
|                                                          | Soft Diet           | Number of Meals |                  |
| Refreshments                                             | Water               | Hot Drinks      | Juice            |
| Meals Require Distribution                               | Yes                 |                 | No               |
| Site has Commercial Kitchen available & servery (circle) | Yes                 |                 | No               |

Sent by (tick):     Email  
                           Fax  
                           Person

ERC Standard Operating Guidelines

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N. Media Release Template

Refer [Task 6.15 Media Management](#)



<insert day, date, month, year>

< INSERT TITLE >

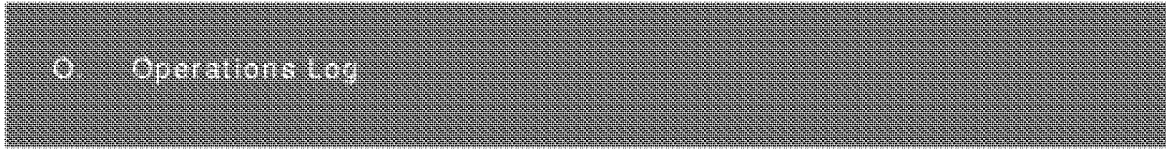
INSERT RELEASE INFORMATION WITH QUOTES FROM RELEVANT OFFICERS

ENDS

Media enquiries:  
(insert name)  
(insert title)

Emergency Relief Centre  
<insert contact number>

ERC Standard Operating Guidelines



Refer Task 6.8 Information Logs & Task 6.14 ERC Repairs & Maintenance

**EMERGENCY RELIEF CENTRE OPERATIONS LOG**

*This form is to be utilised at the ERC to provide a record of all requests, the action taken and the response time. It must be used by all staff (ERC Manager/VOLS/CMLO and ERC Administration Support Officers) as the prime working record of requests and their activities in the ERC.*

Emergency Relief Centre Location: \_\_\_\_\_

Priority    Urgent    Non-Urgent    Info Only

| Request Taken By                           |  |  |      |      |      |
|--------------------------------------------|--|--|------|------|------|
| Name                                       |  |  | Date | Time |      |
| Request/ Information Details               |  |  |      |      |      |
| Name of Caller/Individual                  |  |  |      |      |      |
| Agency                                     |  |  |      |      |      |
| Contact No                                 |  |  |      |      |      |
| Action Required                            |  |  |      |      |      |
| Action Taken                               |  |  |      |      |      |
| Name                                       |  |  | Date | Time |      |
| Details                                    |  |  |      |      |      |
| Entered Electronically                     |  |  |      | Time |      |
| Completion Details                         |  |  |      |      |      |
| Noted by ERC Manager or Deputy ERC Manager |  |  |      |      | Time |

ERC Standard Operating Guidelines

**P. Provision of Medical Assistance to ERC**

Purpose:

This procedure describes activation and deployment of medical assistance to emergency relief centres.

Scope:

This procedure applies where there are minor single or multiple presentations to an ERC. Single incidents of a serious nature will require ambulance assistance. Multiple incidents of a serious nature that require a sustained response is the responsibility of the Health Commander of Ambulance Victoria who is activated through the State Health Emergency Response Plan (SHERP) 2009.

Hierarchy of escalation:

|                                                                              |                           |                                           |
|------------------------------------------------------------------------------|---------------------------|-------------------------------------------|
| Minor single/ multiple incidents                                             | Major single incidents    | Major incidents/ sustained response       |
| Red Cross first aiders<br>St Johns Ambulance<br>General Practitioners/Nurses | Ambulance Victoria<br>000 | Ambulance Victoria<br>000 or 1300 851 121 |

Roles of medical assistance providers and support personnel:

Environmental Health Officers – support role

- Liaise with the ERC Manager
- Monitor the adequacy of medical assistance provided at the ERC's
- Liaise with the providers of medical assistance at the ERC
- Report to the Public Health Sub-plan coordinator should additional medical assistance or replenishment of first aid supplies be required.
- Assist with the delivery of supplies to the ERC.

Refer to Role Statement – *Environmental Health Officer – Emergency Relief Centre Operations* for further detail on roles of EHO's in ERC's.

ERC Manager – support role

- Liaise with EHO and medical assistance providers to ensure that pre-arranged location and set – up has been provided at the ERC.
- Coordinate calls to 000 for ambulance in cooperation with the medical assistance provider.

Red Cross first aiders

Stand-by –

- first aiders to be placed on stand-by by Red Cross in accordance with operating procedures.
- Activation: -
- Public Health Sub-Plan Coordinator to request attendance of first aiders to a nominated ERC through the Red Cross duty manager/coordinator.
- First Aiders to report to ERC Manager upon arrival at the ERC.
- minimum of 2 trained first aiders to attend the ERC upon activation.
- First aiders to de-brief and provide handover instructions to relieving first aiders between shifts.
- A written record of medical supplies on hand, used and discarded is to be kept on –site.
- Escalation :
- First aiders to monitor type and severity of medical conditions of persons attending the ERC .

ERC Standard Operating Guidelines

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- First aiders to advise duty manager/coordinator if additional medical support is required or if additional first aid supplies are required.
- Red Cross Coordinator to arrange for and pay for the restocking of first aid supplies for first aiders. If this is not possible an order for supplies can be authorized by the Public Health Sub-Plan coordinator.

Stand down:

- Request made by the Public Health Sub plan Coordinator through the Red Cross duty manager/coordinator for the first aiders to leave the ERC.

St John Ambulance

- Apply identical Stand-by, Activation, Escalation and Stand down procedures used for Red Cross.
- Both St Johns Ambulance and Red Cross have established systems to coordinate medical assistance.

Ambulance Victoria

Single major incidents:

Ambulance Victoria will respond to ERC's if activated through the '000' emergency number if urgent medical assistance is required.

Calls to this number can be made by Red Cross first aiders, St Johns Ambulance Officers, Medical staff or the ERC manager.

Multiple major incidents - sustained response required

Ambulance Victoria can be contacted at its Emergency Operations Centre on 1300 851 121.

Ambulance Victoria will coordinate medical response through the First Aid sub plan to the State Health Emergency Response Plan (SHERP 2009)

This is a list of what we can reasonably expect Medical Staff or doctors to bring with them. (portable)


- Stethoscope
- Pulse oxymeter
- Doctors bag
- BP machine
- Torch and Batteries
- Script pads and pens
- Ophthalmoscope & Oscope
- Mobile Phone with Next G card
- Morphine or pain relief (this may be minimal)



ERC Standard Operating Guidelines

**6. Volunteer Offer of Support Registration Form**

Refer [Task 6.13 Volunteer Support](#)

|                                                                                   |                                                                                                                          |
|-----------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|
|  | <h2 style="margin: 0;">Emergency Management Recovery</h2> <h3 style="margin: 0;">Offer of Support Registration Form</h3> |
|-----------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|

*Offers of Support Terms and Conditions of Acceptance*

1. Colac Otway Shire highly appreciates your generous offer of support, however it does not accept offers of food, second hand electrical goods or second hand clothing items.
2. Each individual emergency has its own set of special circumstances and requirements for the response and recovery provision for affected individuals and their property may vary.
3. In making this offer, you accept that any items of material goods that have been collected by Colac Otway Shire or one of their delegated support agencies may be deemed in excess to the need and can be redirected or donated to other charities.
4. By registering your offer of support you accept that the Colac Otway Shire will make an assessment of your offer and contact you only where what you are offering is required by the response or recovery effort.

I accept these terms and conditions (tick) Signed: \_\_\_\_\_

|                      |                                                                                                                                                                                                                                                                                                                        |                                   |                                       |
|----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|---------------------------------------|
| First Name           |                                                                                                                                                                                                                                                                                                                        |                                   |                                       |
| Last Name            |                                                                                                                                                                                                                                                                                                                        |                                   |                                       |
| Phone Home           |                                                                                                                                                                                                                                                                                                                        | Phone Business                    |                                       |
| Phone Mobile         |                                                                                                                                                                                                                                                                                                                        |                                   |                                       |
| Email                |                                                                                                                                                                                                                                                                                                                        |                                   |                                       |
| Preferred contact    | <input type="checkbox"/> email                                                                                                                                                                                                                                                                                         | <input type="checkbox"/> phone    |                                       |
| Address              |                                                                                                                                                                                                                                                                                                                        |                                   |                                       |
| Suburb               |                                                                                                                                                                                                                                                                                                                        | Postcode                          |                                       |
| Offer of Help (tick) | <input type="checkbox"/> accommodation<br><input type="checkbox"/> catering<br><input type="checkbox"/> material aid<br><input type="checkbox"/> transport<br><input type="checkbox"/> labour<br><input type="checkbox"/> corporate financial donation for recovery activities<br><input type="checkbox"/> other _____ |                                   |                                       |
| Specific Details     |                                                                                                                                                                                                                                                                                                                        |                                   |                                       |
| Office Use Only      | <input type="checkbox"/> offer contacted                                                                                                                                                                                                                                                                               | Date                              |                                       |
|                      | Outcome of offer                                                                                                                                                                                                                                                                                                       | <input type="checkbox"/> accepted | <input type="checkbox"/> not required |

Commercial-in-Confidence

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ERC Standard Operating Guidelines

R. Facility Set-up Plan - Blue Water Fitness Centre

The following information provides an explanation of the set up procedure for Blue Water Fitness Centre.

Room setup

Tier 1 events will require room 1 only.

Tier 2 and 3 emergency events will require rooms, 1, 2 and 3 as per the following process.

Main Entrance

- Open the main public entrance to the building;
- Ensure that there are no obstructions;
- Ensure adequate car parking is available;
- Place Emergency Relief Centre sign outside the building; and
- Place directional arrows clearly for the community.

Room 1 – Red Cross and Registration

Prepare Registration Area

1. Set up Room 1 as per the diagram;
2. Establish a registration space for the Red Cross;
3. Liaise with the Red Cross Registration Team Leader;
4. Set a minimum of 30 chairs as per the diagram;
5. Make available for use by the Red Cross Registration Team, a phone and access to a dedicated fax line for transmission of data to the State Inquiry Centre;
6. Registrations (personal information) recorded by Victoria Police or other personnel, prior to the arrival of the Red Cross Registration Team, is to be provided to the Registration Team Leader; and
7. Provide information sheets supplied by DHS.

Registration of affected persons is the responsibility of Victoria Police in conjunction with the Red Cross as per the National Registration and Inquiry Service (NRIS). Victoria Police will be responsible for providing the NRIS Kit (containing the paper based forms) from the local police station, and will conduct registration duties until Red Cross personnel are on site.

Room 2 – Department of Human Services and Centrelink

Set Room 2 as per the diagram for Department of Human Services (DHS) staff and Centrelink. Ensure that the portable screens are in place for privacy.

Additional chairs may be required in Room 2 for people waiting for appointments.

Room 3 – Stadium Temporary Accommodation

Ensure that the Stadium is open for the equipment to be loaded in, such as chairs, seating and bedding. (See the floor plan)

First Aid

Set the main First Aid room so that it is clear for staff to provide first aid support to the community.

Prepare Toilet/Washroom Facilities

Ensure that the toilets, washbasins and bath/shower facilities are kept clean for the affected communities.

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Establish older children's area

Establish the children's area and provide activities for play such as paper, pens and books.

Catering

In Tier 1 emergencies catering can be brought into the facility via the Red Cross.

In Tier 2 and 3 emergencies a temporary kitchen and cool room are required.

Staff rest area

Establish the staff so that it is comfortable for staff to take a break. Food and water should be available for staff when they are taking breaks. Comfortable seating is also recommended.

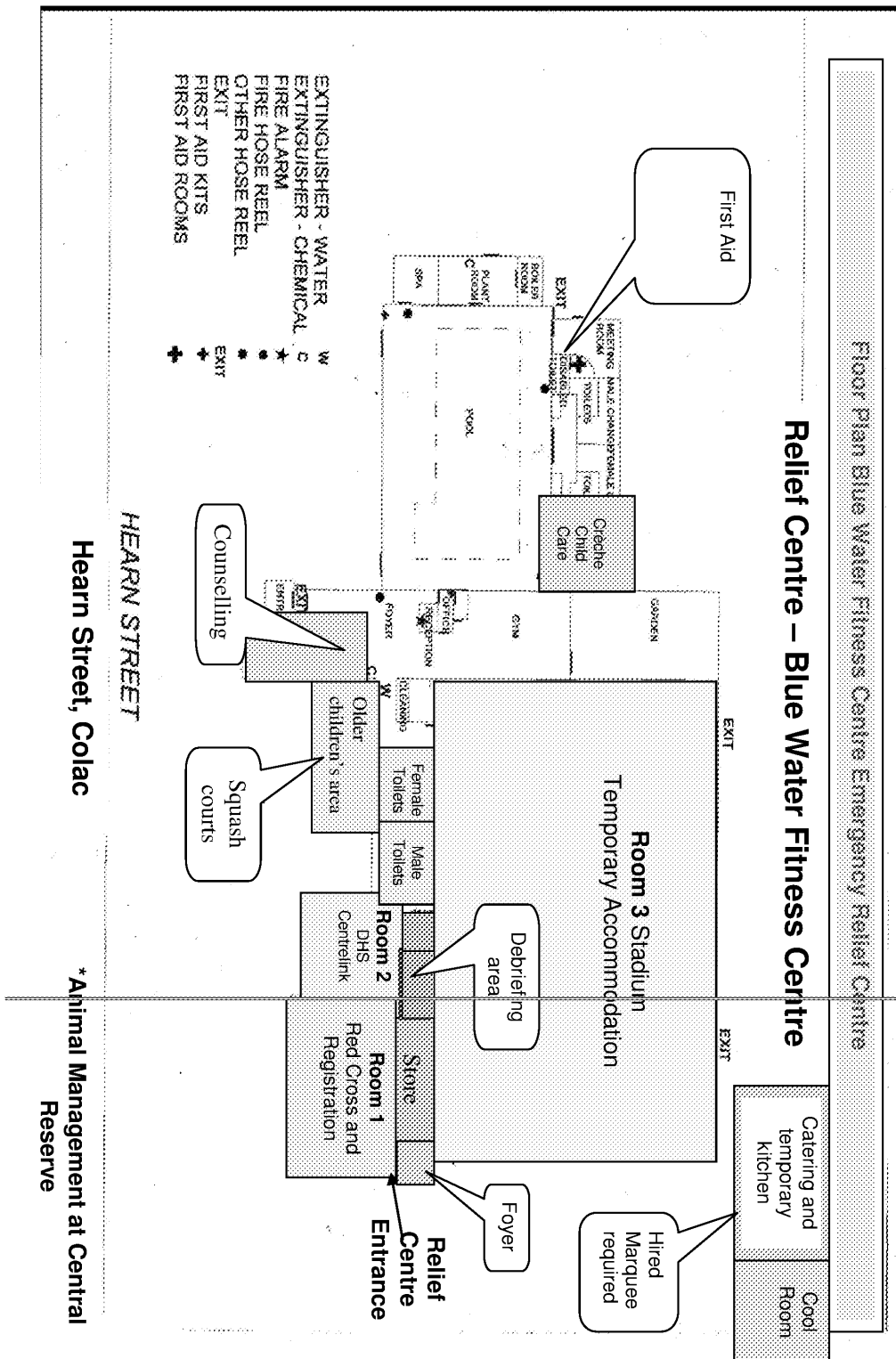
Counseling

The Counseling area needs to be set up to ensure that affected individuals have privacy. Chairs and tables will be required. In establishing the area it is advisable to seek advice from the person providing Counseling or the Department of Human Services.

Crèche

Open the Crèche for child care staff.

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Room 1 – Red Cross and Registration

Room 1 is designed to meet and greet the community members and registration. The services provided in this space are as follows:

- Colac Otway Shire Recovery Centre support staff – meet and greet
- Red Cross – Information
- Red Cross – Registration
- Information notes for the community
- Emergency information
- Small community information sessions

Room 1 can be the main room for Tier 1 Emergency Events. If an emergency escalates Room 1 will primarily be used for registration and information.

Room 2 – Department of Human Services and Centrelink

Room 2 will be used to meet with people privately who have been affected by an emergency.

The Department of Human Services and Centrelink will have separate spaces to meet with individuals and families. If children require childcare they can be taken to the crèche.



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Room 3 Gymnasium – Temporary accommodation

Room 3 will be accessed for temporary accommodation in the event of a larger scale emergency (Tier 2 or 3 Event). The gymnasium can be separated into 2 distinct areas by curtains.

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Audit of the Facility

Council have reviewed the ERC suitability of the Blue Water Fitness Centre by conducting an audit of its facilities and resources. Results of this audit are described below.

| Facility & Equipment Resource                                                                                                                            | Yes | No. | Details & Comment                                                                             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------|-----|-----|-----------------------------------------------------------------------------------------------|
| Full name of the building                                                                                                                                |     |     | Colac Blue Water Fitness Centre                                                               |
| Full address of building                                                                                                                                 |     |     | Hearn Street, Colac                                                                           |
| What is the building security like?<br>Does it have a security system?<br>Do the locks work?                                                             | ✓   |     | Alarmed                                                                                       |
| Estimate of sleeping capacity                                                                                                                            | ✓   |     | 100 +                                                                                         |
| Is this building and all essential facilities (kitchen, toilet, shower) accessible to people with disabilities (particularly mobility)                   | ✓   |     | The kitchen is very small and low quality. Meals will need to be prepared off site.           |
| Can you drive to an access door?                                                                                                                         |     |     |                                                                                               |
| Is the building looked after?                                                                                                                            | ✓   |     | The building is well maintained                                                               |
| Is the building clean?<br>Is it likely to require cleaning before use?                                                                                   | ✓   |     | Cleaning contract                                                                             |
| Toilets – Male/Female – How many?<br>What condition are they in?                                                                                         | ✓   |     | Pool Deck – 3 Female, 1 Disability, 2 male 1 urinal<br>Stadium – 3 Female, 2 male & 8 urinals |
| Is there a disabled toilet?                                                                                                                              | ✓   |     | At pool deck with shower                                                                      |
| Showers – male/female - How many?<br>What condition are they in?                                                                                         | ✓   |     | Pool Deck – 3 female, 3 male<br>Stadium – 3 female, 3 male                                    |
| Hot water service – does it have one?<br>What capacity is it?<br>What facilities does the HWS supply?<br>Kitchen<br>Washbasin<br>Showers                 | ✓   |     | Ample                                                                                         |
| Are their heating or cooling systems?<br>Do they work?<br>How much of the building is heated/cooled by them?<br>What sort of fuel is used to power them? | ✓   |     | Not in circuit or stadium                                                                     |
| PA system – How well does it work?                                                                                                                       | ✓   |     | Mobile & full centre unit                                                                     |

| Facility & Equipment Resource                                                                                                                                     | Yes         | No. | Details & Comment                                                            |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-----|------------------------------------------------------------------------------|
| How many smaller rooms are there?<br>Give an estimate of their size?<br>What are they used for?<br>Which ones are lockable?                                       | ✓           |     | Stadium<br>3 Rooms                                                           |
| Does the kitchen have –<br>Refrigerator<br>Stove(s)<br>Microwave<br>Dishwasher<br>Other                                                                           | ✓<br>✓<br>✓ | ✓   | 2<br>1<br>3                                                                  |
| Boiling water on tap                                                                                                                                              | ✓           |     | 2 urns & 5 kettles                                                           |
| Do they have cooking utensils – how much, look at variety, size and condition?                                                                                    |             | ✓   | Cooking utensils will need to be supplied                                    |
| How much crockery & cutlery do they have?                                                                                                                         |             | ✓   | Crockery and cutlery will be required                                        |
| Do they have tables & chairs? How many?<br>Stored where?                                                                                                          | ✓           |     | 100 chairs<br>16 tables                                                      |
| Does it have an established & working office?<br>Would it be made available for our use during an emergency?<br>Detail the furniture and equipment in the office? | ✓           |     | The office at Blue Water Fitness Centre can be used as the communication hub |
| How many power points are there?<br>How well spread are they?                                                                                                     | ✓           |     | Minor hall 8<br>Red cross room – 3 cables                                    |
| Does it have a phone line?<br>Does it have a DISPLAN Phone point?                                                                                                 | ✓           |     | 4 in office, circuit room & minor hall lines available but not connected     |
| Does it have external toilets, how many?<br>What condition are they in?                                                                                           |             | ✓   | No external toilets                                                          |

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|                                                                                                    |   |  |                                    |
|----------------------------------------------------------------------------------------------------|---|--|------------------------------------|
| Is there a play ground or area for children?                                                       | ✓ |  | Crèche                             |
| How many Rubbish bins are there?                                                                   |   |  |                                    |
| Describe the parking arrangements.<br>How many cars (trailer, horse floats) could be accommodated? | ✓ |  | 100                                |
| Is there an outside BBQ area?                                                                      | ✓ |  |                                    |
| Is there an outside tap?                                                                           | ✓ |  |                                    |
| Describe the area immediately around the building?<br>(Grass, trees, landscaped, bitumen)          | ✓ |  | Trees, grassy & bitumen            |
| Is there room to shelter pets?                                                                     | ✓ |  | In small old gas compound          |
| Anything we might have missed?                                                                     | ✓ |  | First aide room – ambulance access |

**Other**

|                                                        |  |  |                                                              |
|--------------------------------------------------------|--|--|--------------------------------------------------------------|
| What is the strength of the mobile phone service?      |  |  | Good                                                         |
| What is its proximity to the nearest convenience shop? |  |  | 100 metres                                                   |
| What is its proximity to public transport?             |  |  | 20 metres / School Bus routes<br>Colac City Bus –East Routes |

Equipment required from other providers

There are a number of additional resources that may be required for the Blue Water Fitness Centre. The following provides details of additional equipment that may also be required.

| Equipment                   | Number                                                              | Supplier           | Details                                                                                               |
|-----------------------------|---------------------------------------------------------------------|--------------------|-------------------------------------------------------------------------------------------------------|
| Sleeping mats               | 100                                                                 | Red Cross          | 8327 7922<br>9411 5100 After hours                                                                    |
| Bedding                     | 100                                                                 | Red Cross          | As above                                                                                              |
| Pillows                     | 100                                                                 | Red Cross          | As above                                                                                              |
| Cooking utensils            | To serve 100 people                                                 | Red Cross          | As above                                                                                              |
| Generator                   | 8 KVA available in Colac<br>30 KVA (Geelong)                        | Riordan Colac Hire | Riordan Colac Hire<br>101 Wallace Street, Colac<br>5232 1177<br>0429 891 516                          |
| External lighting           | As required                                                         | Riordan Colac Hire | As above                                                                                              |
| Marquee for preparing meals | Marquee<br>6 Meter by 15 Meter in Colac<br>Larger marquee's Geelong | Colac Party Hire   | 215 Murray Street, Colac<br>Ph: (03) 52312049<br>Mob: 0408 321 345<br>letsparty@colacpartyhire.com.au |
| Cool room for storing food  | 1 Cool Room 9 by 6 foot                                             | Colac Party Hire   | As above                                                                                              |

ERC Standard Operating Guidelines

### 5. Facility Set-up Plan – Apollo Bay P12 School

The following information provides an explanation of the set up arrangements for the Apollo Bay P12 School.

#### Room setup

Tier 1 events will require room 1 only.

Tier 2 and 3 emergency events will require all rooms as per the following process:

#### Entrance

- Open the entrance to the building (which leads into registration area);
- Ensure that there are no obstructions;
- Ensure adequate car parking is available;
- Place Emergency Relief Centre sign outside the building; and
- Place directional arrows clearly for the community.

#### Room 1 – Red Cross and Registration

Prepare Registration Area

1. Set up Room 1 as per the diagram;
2. Establish a registration space for the Red Cross;
3. Liaise with the Red Cross Registration Team Leader;
4. Set a minimum of 30 chairs as per the diagram;
5. Make available for use by the Red Cross Registration Team, a phone and access to a dedicated fax line for transmission of data to the State Inquiry Centre (this could be available through the school's main office);
6. Registrations (personal information) recorded by Victoria Police or other personnel, prior to the arrival of the Red Cross Registration Team, is to be provided to the Registration Team Leader; and
7. Provide information sheets supplied by DHS.

Registration of affected persons is the responsibility of Victoria Police in conjunction with the Red Cross as per the National Registration and Inquiry Service (NRIS). Victoria Police will be responsible for providing the NRIS Kit (containing the paper based forms) from the local police station, and will conduct registration duties until Red Cross personnel are on site.

#### Room 2 – Department of Human Services and Centrelink

Set Room 2 as per the diagram for Department of Human Services (DHS) staff and Centrelink. Ensure that the portable screens are in place for privacy.

*Additional chairs may be required in Room 2 for people waiting for appointments.*

#### Room 3 – Stadium Temporary Accommodation

Ensure that the Stadium is open for the equipment to be loaded in, such as chairs, seating and bedding. (floor plan will be determined once approximate number of affected persons is known)

#### Prepare Toilet/Washroom Facilities

Ensure that the toilets, washbasins and bath/shower facilities are kept clean for the affected communities.

#### Catering

In Tier 1 emergencies catering can be brought into the facility via the Red Cross. If this is not possible, meals can be prepared at the local hospital and delivered to the centre. In Tier 2 and 3 emergencies the school kitchen could be utilised.

ERC Standard Operating Guidelines

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### Class Room Setup

The following areas should be set up within classrooms which are situated next to the leisure centre.

#### First Aid

Set the main First Aid room so that it is clear for staff to provide first aid support to the community.

#### Establish older children's area

Establish the children's area and provide activities for play such as paper, pens and books.

#### Staff rest area

Establish the staff so that it is comfortable for staff to take a break. Food and water should be available for staff when they are taking breaks. Comfortable seating is also recommended.

#### Counseling

The Counseling area needs to be set up to ensure that affected individuals have privacy. Chairs and tables will be required. In establishing the area it is advisable to seek advice from the person providing Counseling or the Department of Human Services.

#### Crèche

Open the Crèche for child care staff.

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Commercial-in-Confidence

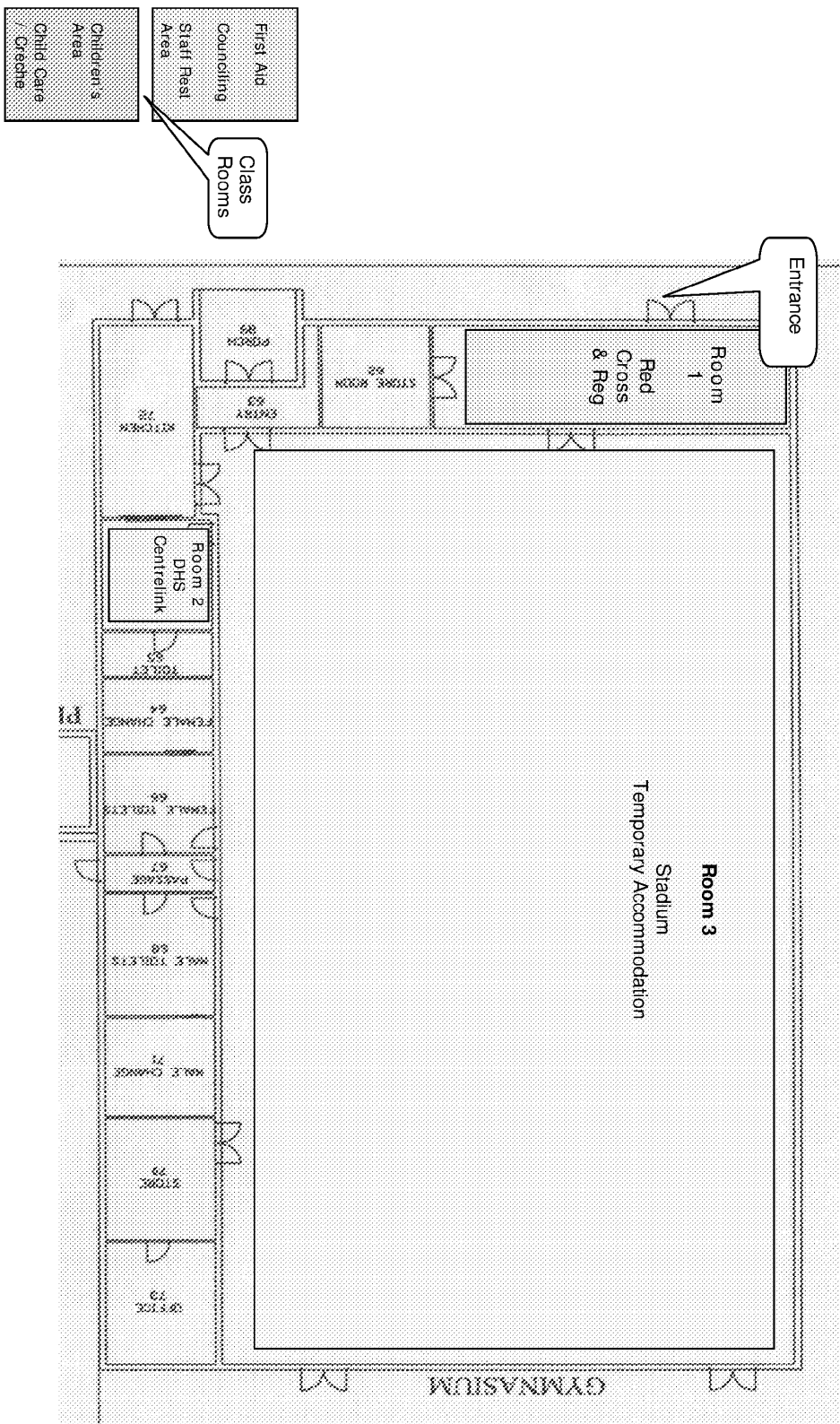
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Floor Plan Apollo Bay P12 School Emergency Relief Centre



Commercial - In - Confidence

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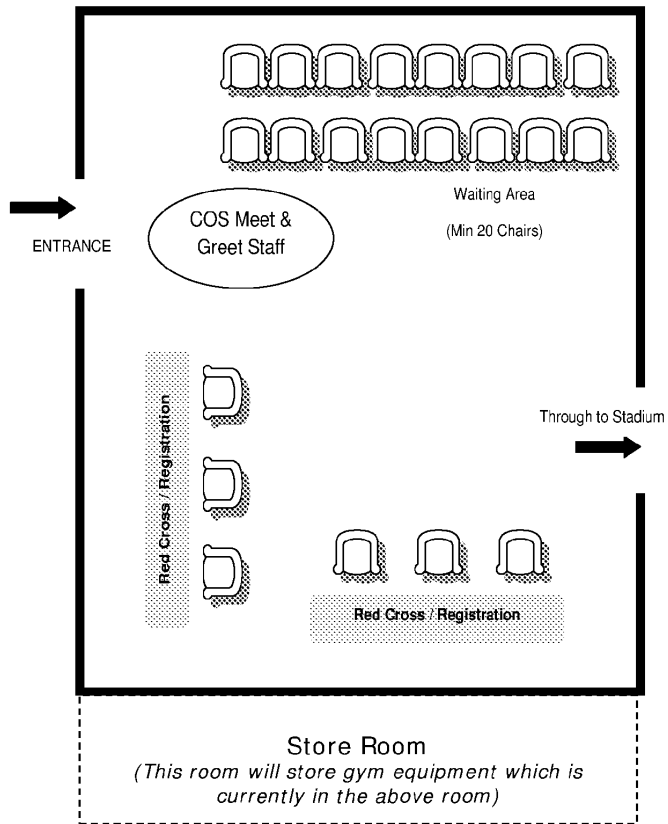
ERC Standard Operating Guidelines

Room 1 – Red Cross and Registration

Room 1 is designed to meet and greet the community members and registration. The services provided in this space are as follows:

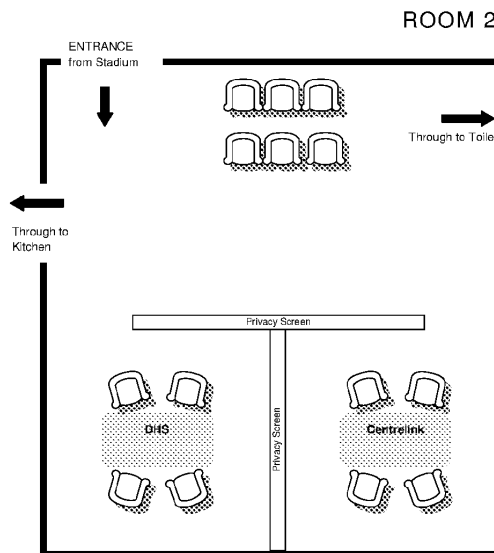
- Colac Otway Shire Recovery Centre support staff – meet and greet
- Red Cross – Information
- Red Cross – Registration
- Information notes for the community
- Emergency information
- Small community information sessions

Room 1 can be the main room for Tier 1 Emergency Events. If an emergency escalates Room 1 will primarily be used for registration and information.



Room 2 – DHS and Centrelink

Room 2 will be used to meet with people privately who have been affected by an emergency. The Department of Human Services and Centrelink will have separate spaces to meet with individuals and families.



ERC Standard Operating Guidelines

Audit of the Facility

Council have reviewed the ERC suitability of the Blue Water Fitness Centre by conducting an audit of its facilities and resources. Results of this audit are described below.

| Site Details                                                                                                                                                                      |   |                                  |                                                                                |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|----------------------------------|--------------------------------------------------------------------------------|
| Site Manager Details                                                                                                                                                              |   | *Anticipated Capacity (Catering) | 250                                                                            |
| After Hours Access                                                                                                                                                                |   | Anticipated Capacity (Sleeping)  | 250                                                                            |
| <b>Venue (Generic &amp; Exterior)</b>                                                                                                                                             |   |                                  | Comments                                                                       |
| *1. Is the ERC's location appropriate?                                                                                                                                            | ✓ |                                  |                                                                                |
| *2. Does the site and its surrounding area face minimal risk from fire, flood or any other type of threat?                                                                        | ✓ |                                  |                                                                                |
| 3. Is there ease of access for affected persons (including disability access)?                                                                                                    | ✓ |                                  |                                                                                |
| 4. Is there adequate car parking for the anticipated capacity?                                                                                                                    | ✓ |                                  | Can use oval or vacant land next to or near site (with permission from owners) |
| *5. Is there ease of access to the site for traffic management?                                                                                                                   | ✓ |                                  |                                                                                |
| 6. Does the site have an appropriate level of security (i.e. doorway control, suitable storage for staff belongings)?                                                             | ✓ |                                  |                                                                                |
| 7. Does the site's usual purpose make it suitable to be an ERC?                                                                                                                   | ✓ |                                  |                                                                                |
| 8. Are there surrounding buildings which could be put to use?<br><i>Note: An ERC should not be located in proximity to a staging post</i>                                         | ✓ |                                  | School classrooms etc                                                          |
| 9. Are there nearby shopping facilities?                                                                                                                                          | ✓ |                                  | Walking distance                                                               |
| 10. Could this venue be used for overnight accommodation?<br><i>Note: the recommended ratio is 3.5m<sup>2</sup> of space per bed.<br/>Record an appropriate sleeping capacity</i> | ✓ |                                  |                                                                                |
| 11. Are there appropriate external facilities to the site, such as storage facilities and places for pets?                                                                        |   | ✗                                | However, site has large open space (oval) at rear which could be utilised      |
| <b>Emergency Catering</b>                                                                                                                                                         |   |                                  | Comments                                                                       |
| 12. Is the kitchen of adequate size for anticipated capacity?<br><i>Record an appropriate catering capacity</i>                                                                   |   | ✗                                | External kitchen required or meals brought in                                  |
| 13. Is the level of refrigeration adequate?                                                                                                                                       |   | ✗                                | Mobile cool room would be required                                             |
| *14. Is there an adequate supply of hot and cold water?                                                                                                                           |   | ✗                                | Hot water on LPG                                                               |
| 15. Is there a dedicated wash hand basin?                                                                                                                                         | ✓ |                                  |                                                                                |
| 16. Could an emergency food vehicle be located near the kitchen with suitable power supply?                                                                                       | ✓ |                                  |                                                                                |
| *17. Is there appropriate provision for a meals area?                                                                                                                             | ✓ |                                  |                                                                                |

ERC Standard Operating Guidelines

|                                                                                                                                                                                                                                                                                                                                                                         |   |   |                                                                                                                                                                                                                                           |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|---|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 18. Could special food needs/preparation be accommodated (i.e. separate preparation and storage facilities)?                                                                                                                                                                                                                                                            |   | x |                                                                                                                                                                                                                                           |
| 19. Is there a range of catering equipment (e.g. oven, microwaves, kettles, toasters, urns)?                                                                                                                                                                                                                                                                            | ✓ |   | Basic equipment available through school kitchen                                                                                                                                                                                          |
| <b>Facilities</b>                                                                                                                                                                                                                                                                                                                                                       |   |   | Comments                                                                                                                                                                                                                                  |
| 20. Are there adequate accessible toilet facilities including male, female, child and disabled? (or <i>Could locations for portable toilets be found?</i> )<br><br>Note: the recommended number of toilets per male patrons is 1 per 20 people, urinals 1 per 25 people. Hand basins 1 per 30 people. For females the recommended number of toilets is 1 per 15 people. |   | x | Female – 3 toilets, 3 hand basins, 1 hand dryer<br>Male – Urinal, 2 toilets, 3 hand basins, 1 hand dryer<br>Disabled – 1 toilet, 1 hand basin, 1 hand dryer<br><b>Portable toilets would be required to meet the anticipated capacity</b> |
| 21. Are there adequate accessible shower/washing facilities? (or <i>Could locations for portable showers be found?</i> )<br><br>Note: The recommended ratio is 1 shower per 50 persons.                                                                                                                                                                                 |   | x | Female – 3 showers<br>Male – 4 showers<br>Disabled – 1 shower<br><b>Portable showers would be required to meet the anticipated capacity</b>                                                                                               |
| 22. Is there adequate external and internal lighting?                                                                                                                                                                                                                                                                                                                   | ✓ |   |                                                                                                                                                                                                                                           |
| 23. Are there sufficient tables and chairs for a variety of uses?                                                                                                                                                                                                                                                                                                       | ✓ |   |                                                                                                                                                                                                                                           |
| 24. Does the site have laundry (washing, drying, hanging) facilities?                                                                                                                                                                                                                                                                                                   |   | x |                                                                                                                                                                                                                                           |
| 25. Does the site have heating and air conditioning?                                                                                                                                                                                                                                                                                                                    |   | x |                                                                                                                                                                                                                                           |
| 26. Is there a room or area in which emergency relief centre staff can hold discussions away from the general public?                                                                                                                                                                                                                                                   | ✓ |   | Office                                                                                                                                                                                                                                    |
| 27. Is there provision for activities to be conducted discretely e.g. one-to-one conversations, baby change / mothers' feeding area?                                                                                                                                                                                                                                    |   | x | Could be set-up in near by classroom                                                                                                                                                                                                      |
| 28. Are there a range of rooms available for multiple specific functions, or a large open plan area that can be divided up?                                                                                                                                                                                                                                             | ✓ |   | Large open plan areas                                                                                                                                                                                                                     |
| 29. Is there an entertainment area?                                                                                                                                                                                                                                                                                                                                     |   | x | However, site has large open space (oval) at rear which could be utilised                                                                                                                                                                 |
| 30. Is there a play area or outdoor playground for children?                                                                                                                                                                                                                                                                                                            |   | x | However, site has large open space (oval) at rear which could be utilised and school play equipment                                                                                                                                       |
| 31. Are there arrangements for rubbish collection?                                                                                                                                                                                                                                                                                                                      | ✓ |   |                                                                                                                                                                                                                                           |
| 32. Are there landline phone lines available for public use? If so, how many?                                                                                                                                                                                                                                                                                           |   | x | 1 phone line                                                                                                                                                                                                                              |
| 33. Are there phone jacks/electrical points?                                                                                                                                                                                                                                                                                                                            | ✓ |   |                                                                                                                                                                                                                                           |
| 34. Are there two landline phone lines available for Municipal Council use?                                                                                                                                                                                                                                                                                             | ✓ |   | 1 phone line in leisure centre – more in school office and staff room                                                                                                                                                                     |
| 35. Is there internet access available for public use?                                                                                                                                                                                                                                                                                                                  |   | x |                                                                                                                                                                                                                                           |
| 36. Is IT access available and accessible in an emergency?                                                                                                                                                                                                                                                                                                              | ✓ |   | School Office                                                                                                                                                                                                                             |
| 37. Does the site have mobile telephone reception?                                                                                                                                                                                                                                                                                                                      | ✓ |   |                                                                                                                                                                                                                                           |
| 38. Are there photocopy fax machines and printers available? If so, how many of each?                                                                                                                                                                                                                                                                                   | ✓ |   | School Office                                                                                                                                                                                                                             |
| 39. Are there notice-boards available for use?                                                                                                                                                                                                                                                                                                                          | ✓ |   |                                                                                                                                                                                                                                           |

ERC Standard Operating Guidelines

|                                                                                                    |   |   |  |
|----------------------------------------------------------------------------------------------------|---|---|--|
| 40. Does the site have back-up power arrangements?                                                 |   | x |  |
| 41. Is there fire protection equipment? Are they clearly marked?                                   | ✓ |   |  |
| 42. Are there internal safety/exit signs, or the ability to prominently display temporary signage? | ✓ |   |  |

Equipment required from other providers

There are a number of additional resources that may be required for the Blue Water Fitness Centre. The following provides details of additional equipment that may also be required.

| Equipment                   | Number                                                              | Supplier           | Details                                                                                               |
|-----------------------------|---------------------------------------------------------------------|--------------------|-------------------------------------------------------------------------------------------------------|
| Sleeping mats               | 250                                                                 | Red Cross          | 8327 7922<br>9411 5100 After hours                                                                    |
| Bedding                     | 250                                                                 | Red Cross          | As above                                                                                              |
| Pillows                     | 250                                                                 | Red Cross          | As above                                                                                              |
| Cooking utensils            | To serve 250 people                                                 | Red Cross          | As above                                                                                              |
| Generator                   | 8 KVA available in Colac<br>30 KVA (Geelong)                        | Riordan Colac Hire | Riordan Colac Hire<br>101 Wallace Street, Colac<br>5232 1177<br>0429 891 516                          |
| External lighting           | As required                                                         | Riordan Colac Hire | As above                                                                                              |
| Marquee for preparing meals | Marquee<br>6 Meter by 15 Meter in Colac<br>Larger marquee's Geelong | Colac Party Hire   | 215 Murray Street, Colac<br>Ph: (03) 52312049<br>Mob: 0408 321 345<br>letsparty@colacpartyhire.com.au |
| Cool room for storing food  | 1 Cool Room 9 by 6 foot                                             | Colac Party Hire   | As above                                                                                              |



APPENDIX D



Colac Otway  
SHIRE

**MRM**  
**Operational Guidelines**

**June 2011**

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## Introduction

### Purpose

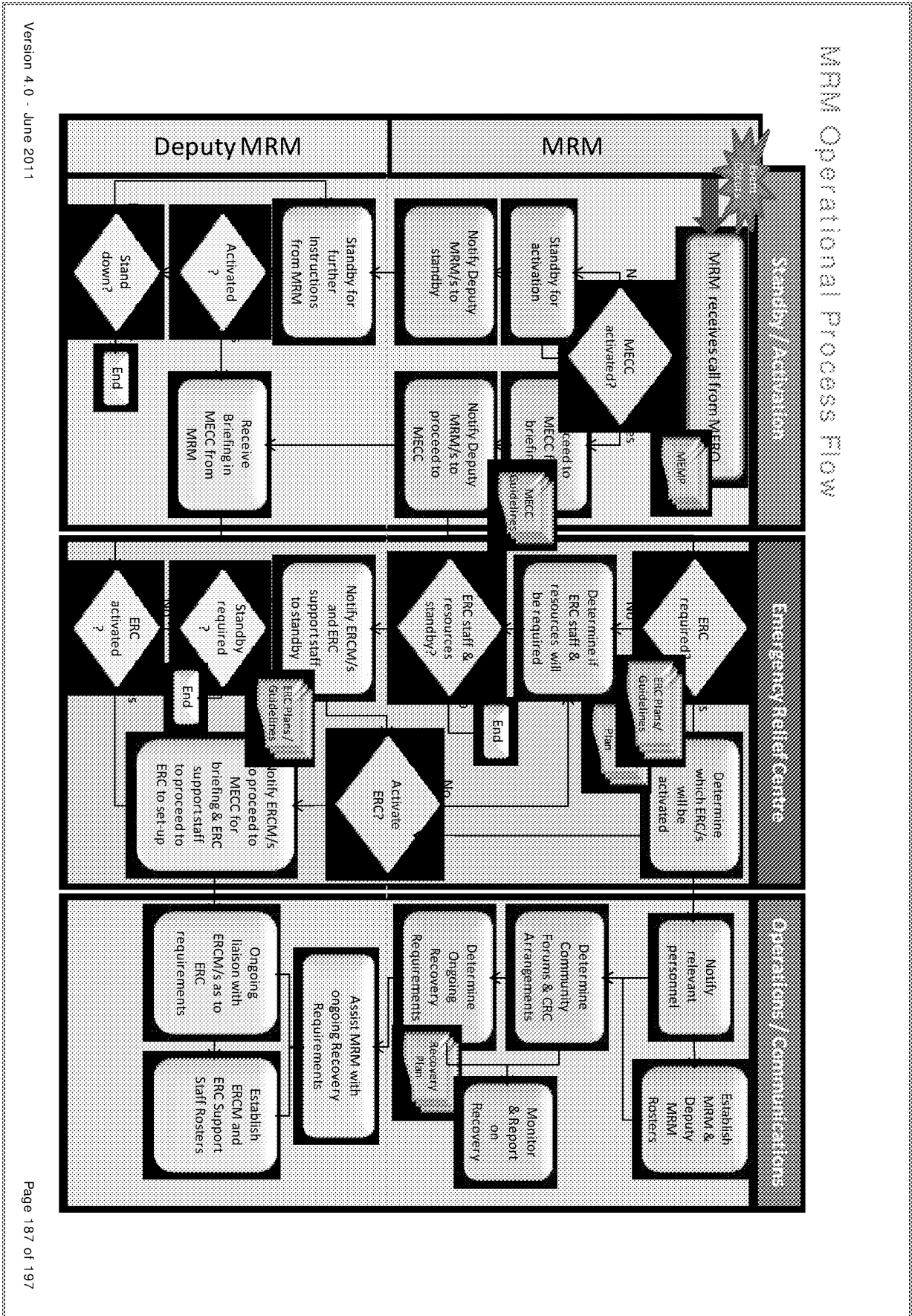
This document has been developed to outline the process undertaken by the Colac Otway Shire Municipal Recovery Manager (MRM) and Deputy Recovery Managers following the notification of an emergency or a pending emergency.

It has been developed for an audience of both MRMs and Deputy MRMs to provide them with sufficient guidance to perform the required recovery duties. It also demonstrates that Colac Otway Shire has in place appropriate guidance which has been reviewed and agreed upon prior to an emergency event occurring.

MRMs and Deputy MRMs are expected to refer to this document before and during an emergency event to assist with ensuring an appropriate municipal recovery process is followed.

### Document Structure

This document has been structured to provide the reader with both a summarised visual (process flow) of the MRM operational process as well as including more detailed guidance of the main functions of the process.



## 1. Standby / Activation

### 1.1 MRM receives call from MERO

The MRM may be activated by the MERO, Regional Recovery Coordinator, or by simply becoming aware of an emergency event. The level of response will depend on the nature and extent of the incident as detailed in these operational guidelines.

*Note: It is essential that the MRM become involved in the emergency as soon as possible.*

*Also refer to the COS Municipal Emergency Management Plan (MEMP)*

### 1.2 MECC Activated?

Yes - In some cases the MECC may have already been activated (e.g. if standby arrangements are in place or the MERO/MERC/MRM have immediately activated the MECC) If this is the case, refer to 1.8 Proceed to MECC for Briefing

No - If the MECC has not been activated, discussions will take place between the MERO, MERC and MRM. If there is only the possibility of an emergency occurring, the decision may be for all parties to 'standby' for activation (if required).

If the MRM is activating the MECC, they should determine if one or more of the following criteria are satisfied:

- The emergency continues for an extended duration;
- Members of the community are displaced by the emergency;
- There is a perceived threat to the community.

### 1.3 Standby for activation

If it has been determined that standby arrangements will be put in place, the MRM will notify the Deputy MRMs as well as relevant agencies of the Councils 'standby' position.

The MRM should also take the time during the 'standby' status to determine the possible nature and extent of the emergency through ongoing discussions with MERC and MERO. This will assist the MRM to determine the likely recovery needs: human needs, infrastructure and environment restoration, and management requirements;

When standby arrangements are being implemented the MRM will notify the following:

- Other Regional MRMs (if required);
- Emergency Service Organisations (ESO); and
- Support Agencies.

The MRM will keep all parties up-to-date as to the status of the standby situation.

*Contact numbers can be found in the MEMP / Recovery Plan*

If information or forecasts suggest that a serious emergency is imminent, the MERC, MERO or MRM will most likely activate the MECC to monitor the situation.

If the MECC is subsequently activated during standby, refer to 1.8 Proceed to MECC for Briefing

### 1.4 Notify Deputy MRM/s to standby

The MRM will contact relevant Deputy MRMs to advise them to implement standby arrangements. The MRM will also request the Deputy MRM/s to place ERC support staff members on standby and await further instructions.



**1.5 Standby for further instructions from MRM**

The Deputy MRM/s and ERC Support Staff placed on standby should leave work and rest at home (if safe to do so) while awaiting further instructions from the MRM.

If ERCM and ERC Support staff are activated at some point, it is important that these personnel are rested and are able to commence a full length shift during not just the response phase of the emergency but also the relief and recovery phases.

**1.6 Activated?**

Yes - The MRM will 'activate' Deputy MRMs if the MECC has been activated.

Refer to 1.9 Notify Deputy MRMs to proceed to MECC

No – If it has been determined that standby arrangements are no longer required, the MRM will request deputy MRMs to 'stand-down'.

**1.7 Stand-down?**

Yes - If it has been determined that standby arrangements will cease as there is no longer a threat to the community or the emergency has been eradicated, the MRM will advise the Deputy MRMs to 'stand-down'. The Deputy MRM should then contact all ERC support staff on standby and request them to 'stand-down'.

No – If the Deputy MRMs have not been 'activated' and they have not been asked to 'stand-down', they should await further instructions from the MRM.

Refer to 1.5 Standby for further instructions from MRM

**1.8 Proceed to MECC for briefing**

If the MECC has been activated and the MRM is not already at the MECC, they should proceed immediately to the MECC for a detailed briefing from the MERO/MERC.

The MRM will be briefed on the nature, status and extent of the emergency.

The MRM should then commence to determine the likely recovery needs: human needs, infrastructure and environment restoration and management requirements. Usually a collective discussion will be held on the requirement to open an Emergency Relief Centre (ERC). Alternatively the MRM should make this decision based on the probability of community members being displaced from their homes.

The MRM should advise the Regional Recovery Manager of the event and ensure they keep themselves updated constantly as to the status of the emergency.

*Also refer to the MECC SOP's (Guidelines)*

**1.9 Notify Deputy MRM/s to proceed to MECC**

Once the MECC has been activated the MRM should contact the Deputy MRMs to proceed to the MECC for a detailed briefing.

**1.10 Receive Briefing in MECC from MRM**

The MRM will provide a detailed briefing to the Deputy MRM/s upon their arrival at the MECC. This briefing will include (but not limited to) the following:

- A description of the nature, status and extent of the emergency;
- Possible recovery needs such as: human needs, infrastructure and environment restoration, and management requirements;
- Emergency Relief Centre (ERC) requirements and staffing needs; and
- Recovery agency involvement (such as DHS, Red Cross etc).

The MRM will have collectively discussed the need for the activation of an Emergency Relief Centre (ERC) during the initial briefing with the MERC and MERO. Refer to 2.1 ERC Required?

## 2. Emergency Relief Centre

### 2.1 ERC required?

The MERC, MERO and MRM will discuss and determine if an Emergency Relief Centre (ERC) is required either within the municipality or within a neighbouring municipality.

No – If it is determined that there is not a requirement at that time for an ERC to be open, refer to 2.3 Determine if ERC staff & resources will be required

Yes – If there is a requirement for an ERC, the MRM will need to determine the most suitable ERC facility/s.

### 2.2 Determine which ERCs will be activated

Depending on the size, scale and location of the emergency event, the MRM will need to determine the most appropriate ERC facility/s to be opened.

As a guide, the MRM in consultation with the MERO and MERC will estimate the number of community members who might be affected or displaced by the emergency. This estimate will determine if a large or small size facility should be utilised. Other factors for selecting an ERC will be facilities available at the ERC and the location in relation to the emergency event.

*Also refer to the Municipal Recovery Plan and EMR ERC Guidelines*

### 2.3 Determine if ERC staff & resources will be required

If there is no immediate need for opening an ERC, but the emergency is showing signs of continuing, the MRM will advise the Deputy MRM to place the ERC facility, Support Staff and Agencies on standby.

### 2.4 ERC staff & resources standby?

No - Depending on the type and scale of the emergency, it may be obvious that an ERC will not be required in this instance (no displacements or loss of homes).

Yes - The Deputy MRM will contact relevant Emergency Relief Centre Managers (ERCM) and ERC Support Staff to advise them to implement standby arrangements.

### 2.5 Notify ERCM/ s & ERC support staff to standby

The ERCM and ERC Support Staff placed on standby should leave work and rest at home (if safe to do so) while awaiting further instructions from the Deputy MRM.

If ERCM and ERC Support staff are activated at some point, it is important that these personnel are rested and are able to commence a full length shift during not just the response phase of the emergency but also the relief and recovery phases.

### 2.6 Activate ERC?

Once the ERC/s locations have been determined, the MRM or the Deputy MRM will liaise with the relevant facility and advise any occupiers of the need for them to vacate the premises to allow the ERC to be established.

*Refer to the Recovery Plan and the EMR ERC Guidelines*

### 2.7 Notify ERCM's to proceed to MECC for briefing & ERC support staff to proceed to ERC to set-up

The ERCM/s will attend the MECC for a briefing. The briefing will include:

- A description of the nature, status and extent of the emergency;
- Possible recovery needs such as: human needs, infrastructure and environment restoration, and management requirements;
- ERC and staffing needs;
- Recovery agency involvement (such as DHS, Red Cross etc); and
- Security, traffic management and equipment hire requirements.

ERC Support Staff will proceed directly to the ERC and commence set-up upon arrival. IT Specialist support and Communications should also be on site to assist with Incident Control Team (ICT) set-up and provide any required ICT equipment.

### 3. Operations / Communications

#### 3.1 Notify relevant personnel

Upon the activation of an ERC, the MRM will carry out the following:

- Request MERC to provide Police presence at ERC;
- Notify Regional MRMs of ERC activation;
- Notify DHS of ERC Activation;
- Notify the Red Cross, Salvation Army, Accommodation Support Agency and Personal Welfare Support to attend ERC; and
- Notify Media & Public Relations Officer to issue a Press Release of ERC Location.

#### 3.2 Establish MRM & Deputy MRM Rosters

Resource requirements will be based upon the location, size and scale of the incident. The MRM will need to consider establishing a roster as soon as possible to ensure the MRM and Deputy MRM roles are covered at all times in the immediate and longer term phases.

#### 3.3 Determine community forums & CRC arrangements

One of the most effective means of involving the community is through regular community information forums and a community recovery committee.

The MRM will assist in arranging community information forums to provide the affected community with the most up-to-date information on the recovery effort.

At a longer term level, a Community Recovery Committee (CRC) will be established almost immediately after the incident and continue throughout the recovery process.

The CRC comprise representatives of government, private and voluntary agencies, as well as local councils, ethnic leaders and other representative members of an affected community. Community recovery committees provide a mechanism through which information, resources and services may be coordinated in support of an affected community. These committees also provide a useful source of information and advice for the affected community and recovery agencies.

For more information on community information forums and Community Recovery Committee, refer to the Municipal Recovery Plan.

#### 3.4 Determine ongoing recovery requirements

A community needs assessment is a critical element in providing support and managing a recovery program. Initial needs assessments will include:

- The type, size and effects of the emergency event;
- Community demography;
- Available resources; and
- Pre-existing psychological state of the community.

Often, initial needs assessments are limited by the requirement to establish recovery services quickly and will only give a general although fairly reasonable indicator of needs and services required.

*Refer to the Municipal Recovery Plan*

#### 3.5 Assist MRM with ongoing recovery requirements

The MRM will require the assistance and resource of a deputy MRM on an ongoing basis to ensure all recovery tasks are managed adequately and completely.

3.6 Ongoing Liaison with ERCM/s as to ERC requirements

The Deputy MRM will be responsible for liaising with the ERCM/s as to requirements which cannot be handled at the ERC. The ERCM is responsible to provide regular briefings to the MRM/Deputy MRM.

3.7 Establish ERCM and ERC support rosters

The Deputy MRM will be responsible for ensuring there are rosters in place for both the ERC Managers and the ERC Support Staff.  
Rosters should be established where the ERC will be open longer than 8 hours.

3.8 Monitor & Report on Recovery

Monitoring and reporting on recovery is conducted through established recovery committees which feedback information to the MRM. The MRM will then report to the State on the progress of recovery.

*Refer to the Municipal Recovery Plan*



## APPENDIX E - Single Incident Emergency Assistance



### Single Incident Emergency Assistance

A single incident emergency is defined as an event that has occurred on a small scale, where individuals or families may have had their home or possessions severely damaged or destroyed, through an incident such as a house fire, localised flood, storm, burst pipes or vandalism.

The Municipal Recovery Manager can assist affected people by contacting the following agencies.

#### Australian Red Cross Victoria

##### **Emergency Assistance**

Red Cross help with immediate needs to assist affected people for the first few days following an incident to their principal residence. The service is designed to assist for the immediate term only until insurance and other services may be contacted and made available. This service is available 24 hours a day. There is a budgetary limit that can be spent per person.

Where possible it is recommended for affected people to stay with friends and relatives; this provides emotional support much needed at a traumatic time.

Services provided include:

- Accommodation (2-3 nights motel accommodation)
- Clothing – new essential items per household member
- Toiletries and groceries
- Emotional support and assistance contacting other organisations when required.

#### DHS

##### **Personal Hardship Grants**

Emergency grants provide assistance to meet immediate basic needs and are available for single household incidents as well as emergencies.

Please see sheet attached for further information.

#### Salvation Army

##### **Community Support Services**

Emergency relief, material aid, advocacy, referral and support to people in personal and financial crisis.

(Insert Address of local Salvo's)

#### St Vincent de Paul

##### **Material Assistance**

Emergency relief, material aid, clothing, furniture and personal items

#### Centrelink

**Crisis Payment** may be available to assist those in severe financial hardship who have been forced to leave their home and establish a new one because of an extreme circumstance (domestic violence or their house burning down). Contact Centrelink for more information.

#### Colac Otway Shire

Where necessary, persons affected can be referred to Emergency Relief and Crisis Intervention and Counselling Services. In the extreme circumstance that agency support is not available, the Municipal Recovery Manager may access discretionary funds using corporate credit card for essential needs such as temporary accommodation and clothing.

APPENDIX F - Glossary of Terms



|                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|--------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| ACTION                               | The executive command to mount an operation whereby all required personnel are called to their posts.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| AFFECTED AREA                        | An affected area for the purposes of managing response and recovery is the entire geographic area affected in any significant way by an emergency.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| AGENCY                               | Means a Government agency or a non-Government agency.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| ALERT                                | That period when the Regional or Municipal Emergency Response Co-ordinator, or the Chief Officer of a control agency, believes an emergency may occur and requires all, or designated, Functional Services to increase their level of preparedness to cope with the emergency.                                                                                                                                                                                                                                                                                                                                                                                                           |
| CIVIL DEFENCE                        | The term Civil Defence means the performance of humanitarian tasks intended to protect the civil population of Victoria against the dangers of and to help it recover from, the immediate effects of a war-like act.                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| CO-ORDINATION                        | The bringing together of agencies and resources to ensure effective response to, and recovery from, emergencies and is primarily concerned with the systematic acquisition and application of resources (agency, manpower and equipment) in accordance with the requirements imposed by the emergency or emergencies. Co-ordination relates primarily to resources and operates; vertically, within an agency, as a function of the authority to command; horizontally, across agencies as a function of the authority to control.                                                                                                                                                       |
| CO-ORDINATOR                         | At Regional level, a Police Officer appointed by the State Emergency Response Co-ordinator as Regional/Deputy Divisional Emergency Response Co-ordinator. At local level, it shall be the Officer in Charge of the Police Station or the senior member of the Police Force at the scene of the emergency who shall act as the co-ordinator.                                                                                                                                                                                                                                                                                                                                              |
| CONTROL AGENCY                       | The agency nominated to respond to a specific type of emergency.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| COMMAND                              | The direction of members and resources of an agency in the performance of the organisation's role and tasks. Authority to command is established in legislation or by agreement within an agency. Command relates to agencies and operates vertically within an agency.                                                                                                                                                                                                                                                                                                                                                                                                                  |
| COMMUNITY RECOVERY COMMITTEE         | A Community Recovery Committee is established in the event of an emergency and is a formal mechanism for consultation, advice and coordination helping individuals and communities achieve an effective level of functioning.                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| CONTROL                              | The overall direction of response activities in an emergency situation. Authority for control is established in legislation or in an emergency response plan, and causes with it the responsibility for tasking and co-ordinating other agencies in accordance with the needs of the situation. Control relates to situations and operates horizontally across agencies.                                                                                                                                                                                                                                                                                                                 |
| CONTROLLER (VICSES)                  | The person appointed to manage and administer a local volunteer Unit of the Victoria State Emergency Service (VICSES)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| COUNSELLING                          | The provision of psychological support and advice to persons affected by an emergency.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| EMERGENCY                            | Emergency means an emergency due to the actual or imminent occurrence of an event which in any way endangers or threatens to endanger the safety or health of any person in Victoria or which destroys or damages, or threatens to destroy or damage any property or the environment in Victoria, including, without limiting the generality of the foregoing;<br>an earthquake, flood, windstorm or other natural event;<br>a fire;<br>an explosion;<br>a road accident or any other accident;<br>a plague or an epidemic;<br>a warlike act, whether directed at Victoria or a part of Victoria or at any other State or Territory of the Commonwealth; and<br>a hi-jack, siege or riot |
| EMERGENCY AREA                       | Means an emergency area declared under Section 36A of the Emergency Management Act.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| EMERGENCY CO-ORDINATION CENTRE (ECC) | The Centre established at Regional or Municipal level to co-ordinate resources and conduct operations ancillary to the control agency, during the response phase.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| EMERGENCY GRANT                      | The provision of finance to affected persons as dictated by Government Policy, during Emergency Relief.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| EMERGENCY MANAGEMENT GROUP           | The group formed to assist the municipality in the performance of its Municipal Emergency Management functions.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| EMERGENCY OPERATIONS CENTRE (EOC)    | The centre established by a response agency for the command/control function within their own agency.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |

|                                                   |                                                                                                                                                                                                                                                                                                                                                                     |
|---------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| EMERGENCY RECOVERY CENTRE                         | A centre established by the municipality for the provision of information, storage, management and distribution of goods and services (including donations) to affected persons and groups.                                                                                                                                                                         |
| EMERGENCY RELIEF                                  | Relief is the provision of immediate life support and human needs of persons affected by, or responding to, an emergency.                                                                                                                                                                                                                                           |
| EMERGENCY RELIEF CENTRES                          | Centres established to provide groups of persons with any or all of the services, of the functional areas of emergency relief.                                                                                                                                                                                                                                      |
| EMERGENCY SERVICES LIAISON OFFICER                | An Officer designated by his agency to represent it and who is empowered to commit or to arrange the commitment of resources of the agency to the countering of emergencies, and to provide a communication link with his agency.                                                                                                                                   |
| EMERGENCY SHELTER                                 | Group shelter provided for affected persons in a community hall or suchlike, including "relief centres". It is provided during the emergency relief stage and is separate to temporary accommodation.                                                                                                                                                               |
| EMERGENCY SUPPLY                                  | The provision of resources to a response agency when that agency is unable to procure same through its normal resource system.                                                                                                                                                                                                                                      |
| EVACUATION                                        | The planned relocation of persons from dangerous or potentially dangerous areas to safer areas and eventual return. The decision to evacuate rests with the control agency in conjunction with police and available expert advice.                                                                                                                                  |
| FIELD EMERGENCY RESPONSE CO-ORDINATOR             | Senior member of the Police Force at the scene of an emergency.                                                                                                                                                                                                                                                                                                     |
| FINANCIAL ASSISTANCE                              | See Emergency Grant.                                                                                                                                                                                                                                                                                                                                                |
| FUNCTIONAL AREAS                                  | The categorisation of services required for Emergency Relief for the purposes of allocating responsibility to nominated agencies. These are:<br>Catering;<br>Community Organisations;<br>Emergency Accommodation;<br>Emergency Grants, Counselling & Temporary Accommodation;<br>Material Needs; and<br>Registration (National Registration & Inquiry System, NRIS) |
| GOVERNMENT AGENCY                                 | Means-<br>any body corporate or unincorporated constituted by or under any Act for a public purpose;<br>any member or officer of such a body; and<br>any person in the service of the Crown in the right of the State of Victoria upon whom any function, power, duty or responsibility is conferred by or under the Act.                                           |
| INCIDENT CONTROL POINT                            | The control point established by the control agency in proximity to the emergency and used by the incident controller for forward command/control functions.                                                                                                                                                                                                        |
| INCIDENT CONTROLLER                               | An officer appointed by the control agency responsible for the resolution of an emergency. This title shall also extend to the person appointed under the provisions of Section 16 of the Emergency Management Act.                                                                                                                                                 |
| LEAD AGENCY                                       | The agency designated to co-ordinate the provision of a functional area of emergency relief and supplementary supply.                                                                                                                                                                                                                                               |
| MATERIAL NEEDS                                    | The provision of clothing, bedding and personal requisites, during "Emergency Relief".                                                                                                                                                                                                                                                                              |
| MUNICIPAL EMERGENCY COORDINATION CENTRE (MECC)    | A location which is set-up in an emergency situation to bring key agencies together to co-ordinate the provision of council and community resources during an emergency for the response and recovery effort.                                                                                                                                                       |
| MUNICIPAL EMERGENCY RESPONSE COORDINATOR (MERC)   | A member of the Victoria Police appointed as municipal emergency response co-ordinator whose role is to co-ordinate the response to an emergency.                                                                                                                                                                                                                   |
| MUNICIPAL EMERGENCY MANAGEMENT PLANNING COMMITTEE | The Committee which, at municipal level, is responsible for the formation and maintenance of a Municipal Emergency Management Plan.                                                                                                                                                                                                                                 |
| MUNICIPAL EMERGENCY RESOURCE OFFICER (MERO)       | The person appointed by the Municipality responsible to council for the co-ordination of municipal owned or controlled resources in emergencies.                                                                                                                                                                                                                    |
| MUNICIPAL RECOVERY MANAGER (MRM)                  | The person appointed by the Municipality responsible to council for the co-ordination of municipal recovery activities after emergencies. The MRM is also responsible for the management and maintenance of the Municipal Recovery Plan                                                                                                                             |
| MUNICIPALITY                                      | The area contained within the defined boundaries for local Government responsibility of a Shire, Borough, Town or City.                                                                                                                                                                                                                                             |
| NATIONAL REGISTRATION & INQUIRY SYSTEM (NRIS)     | The Commonwealth/State's arrangements for the recording of details of evacuees and for handling inquiries regarding the whereabouts of registered persons.                                                                                                                                                                                                          |

|                                         |                                                                                                                                                                                                                                                                                                                                                                            |
|-----------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| NON GOVERNMENT AGENCY                   | Means a voluntary organisation or any person or body other than a government agency.                                                                                                                                                                                                                                                                                       |
| PRIMARY SUPPORT AGENCY                  | The agency to be first considered by a Regional/ State/ Municipal Emergency Response Co-ordinator for support in an emergency role.                                                                                                                                                                                                                                        |
| RECOVERY                                | The process by which affected persons and communities are helped to recover to a proper level of functioning. It commences as soon as practicable after the impact of an emergency, and usually continues long after cessation of response activities. Refer also to the State Emergency Recovery Plan.                                                                    |
| RECOVERY AGENCY                         | An agency having the role or responsibility under the State Emergency Recovery Plan or in the recovery arrangements.                                                                                                                                                                                                                                                       |
| REGION                                  | A geographic area comprising a number of municipal districts and specific Victorian waters.                                                                                                                                                                                                                                                                                |
| REGIONAL EMERGENCY RESPONSE PLAN        | The Emergency Response Plan prepared by the Regional Committee.                                                                                                                                                                                                                                                                                                            |
| REGIONAL EMERGENCY MANAGEMENT COMMITTEE | The committee which at regional level is responsible for the formation and maintenance of a regional Emergency Management Plan for response to emergencies, the chairman being the Divisional Emergency Response Co-ordinator or, in his absence, his Deputy Co-ordinator.                                                                                                 |
| REGISTERED EMERGENCY WORKER             | Means a person registered under Section 26 of the Emergency Management Act 1986.                                                                                                                                                                                                                                                                                           |
| RELIEF CENTRES                          | Centres established to provide groups of persons with any or all of the services, of the functional areas of Emergency Relief.                                                                                                                                                                                                                                             |
| RELIEF STAGE                            | The immediate post impact stage of an emergency, preceding the recovery phase. For the purposes of this Plan, the end of relief will be when "stand down" is advised by the Municipal Emergency Response Co-ordinator.                                                                                                                                                     |
| RESPONSE                                | The combating of an emergency and the provision of emergency relief, including rescue and the needs of affected persons.                                                                                                                                                                                                                                                   |
| STAGING AREA                            | A location designated and used during emergencies for the assembly of control or support personnel prior to deployment.                                                                                                                                                                                                                                                    |
| STAND-DOWN                              | The order given by the Regional or Municipal Emergency Response Co-ordinator that allows personnel to cease operations reflecting the termination of the emergency.                                                                                                                                                                                                        |
| STANDBY                                 | That period normally following alert when the Regional or Municipal Emergency Response Co-ordinator, or the Chief Officer of a control agency, believes that the occurrence or the effects of the emergency, are imminent. Members of the relevant agencies are placed on "Standby", thus being ready to respond immediately.                                              |
| SUPPLEMENTARY SUPPLY                    | Those resources requested under emergency supply unable to be obtained by Support Agencies.                                                                                                                                                                                                                                                                                |
| SUPPORT AGENCY                          | A government or non-government agency which provides essential services, personnel, or material to support or assist a control agency or affected persons.                                                                                                                                                                                                                 |
| TEMPORARY ACCOMMODATION                 | Accommodation provided over an extended period of days, weeks or months for individuals or families affected by an emergency. It is separate to emergency shelter. This accommodation includes caravans and suchlike, and will normally be arranged by the recovery agency. In some cases this will occur during the Response Phase.                                       |
| VOLUNTEER EMERGENCY WORKER              | Means a volunteer worker who engages in emergency activity at the request (whether directly or indirectly) or with the express or implied consent of the chief executive (however designated), or of a person acting with the authority of the chief executive, of an agency to which Victoria State Emergency Response Plan or the state emergency recovery plan applies. |





|                                                   |                                                                                                                                                                                                                                                                                                                                                                     |
|---------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| EMERGENCY RECOVERY CENTRE                         | A centre established by the municipality for the provision of information, storage, management and distribution of goods and services (including donations) to affected persons and groups.                                                                                                                                                                         |
| EMERGENCY RELIEF                                  | Relief is the provision of immediate life support and human needs of persons affected by, or responding to, an emergency.                                                                                                                                                                                                                                           |
| EMERGENCY RELIEF CENTRES                          | Centres established to provide groups of persons with any or all of the services, of the functional areas of emergency relief.                                                                                                                                                                                                                                      |
| EMERGENCY SERVICES LIAISON OFFICER                | An Officer designated by his agency to represent it and who is empowered to commit or to arrange the commitment of resources of the agency to the countering of emergencies, and to provide a communication link with his agency.                                                                                                                                   |
| EMERGENCY SHELTER                                 | Group shelter provided for affected persons in a community hall or suchlike, including "relief centres". It is provided during the emergency relief stage and is separate to temporary accommodation.                                                                                                                                                               |
| EMERGENCY SUPPLY                                  | The provision of resources to a response agency when that agency is unable to procure same through its normal resource system.                                                                                                                                                                                                                                      |
| EVACUATION                                        | The planned relocation of persons from dangerous or potentially dangerous areas to safer areas and eventual return. The decision to evacuate rests with the control agency in conjunction with police and available expert advice.                                                                                                                                  |
| FIELD EMERGENCY RESPONSE CO-ORDINATOR             | Senior member of the Police Force at the scene of an emergency.                                                                                                                                                                                                                                                                                                     |
| FINANCIAL ASSISTANCE                              | See Emergency Grant.                                                                                                                                                                                                                                                                                                                                                |
| FUNCTIONAL AREAS                                  | The categorisation of services required for Emergency Relief for the purposes of allocating responsibility to nominated agencies. These are:<br>Catering;<br>Community Organisations;<br>Emergency Accommodation;<br>Emergency Grants, Counselling & Temporary Accommodation;<br>Material Needs; and<br>Registration (National Registration & Inquiry System, NRIS) |
| GOVERNMENT AGENCY                                 | Means-<br>any body corporate or unincorporated constituted by or under any Act for a public purpose;<br>any member or officer of such a body; and<br>any person in the service of the Crown in the right of the State of Victoria upon whom any function, power, duty or responsibility is conferred by or under the Act.                                           |
| INCIDENT CONTROL POINT                            | The control point established by the control agency in proximity to the emergency and used by the incident controller for forward command/control functions.                                                                                                                                                                                                        |
| INCIDENT CONTROLLER                               | An officer appointed by the control agency responsible for the resolution of an emergency. This title shall also extend to the person appointed under the provisions of Section 16 of the Emergency Management Act.                                                                                                                                                 |
| LEAD AGENCY                                       | The agency designated to co-ordinate the provision of a functional area of emergency relief and supplementary supply.                                                                                                                                                                                                                                               |
| MATERIAL NEEDS                                    | The provision of clothing, bedding and personal requisites, during "Emergency Relief".                                                                                                                                                                                                                                                                              |
| MUNICIPAL EMERGENCY COORDINATION CENTRE (MECC)    | A location which is set-up in an emergency situation to bring key agencies together to co-ordinate the provision of council and community resources during an emergency for the response and recovery effort.                                                                                                                                                       |
| MUNICIPAL EMERGENCY RESPONSE COORDINATOR (MERC)   | A member of the Victoria Police appointed as municipal emergency response co-ordinator whose role is to co-ordinate the response to an emergency.                                                                                                                                                                                                                   |
| MUNICIPAL EMERGENCY MANAGEMENT PLANNING COMMITTEE | The Committee which, at municipal level, is responsible for the formation and maintenance of a Municipal Emergency Management Plan.                                                                                                                                                                                                                                 |
| MUNICIPAL EMERGENCY RESOURCE OFFICER (MERO)       | The person appointed by the Municipality responsible to council for the co-ordination of municipal owned or controlled resources in emergencies.                                                                                                                                                                                                                    |
| MUNICIPAL RECOVERY MANAGER (MRM)                  | The person appointed by the Municipality responsible to council for the co-ordination of municipal recovery activities after emergencies. The MRM is also responsible for the management and maintenance of the Municipal Recovery Plan                                                                                                                             |
| MUNICIPALITY                                      | The area contained within the defined boundaries for local Government responsibility of a Shire, Borough, Town or City.                                                                                                                                                                                                                                             |
| NATIONAL REGISTRATION & INQUIRY SYSTEM (NRIS)     | The Commonwealth/State's arrangements for the recording of details of evacuees and for handling inquiries regarding the whereabouts of registered persons.                                                                                                                                                                                                          |

|                                         |                                                                                                                                                                                                                                                                                                                                                                            |
|-----------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| NON GOVERNMENT AGENCY                   | Means a voluntary organisation or any person or body other than a government agency.                                                                                                                                                                                                                                                                                       |
| PRIMARY SUPPORT AGENCY                  | The agency to be first considered by a Regional/ State/ Municipal Emergency Response Co-ordinator for support in an emergency role.                                                                                                                                                                                                                                        |
| RECOVERY                                | The process by which affected persons and communities are helped to recover to a proper level of functioning. It commences as soon as practicable after the impact of an emergency, and usually continues long after cessation of response activities. Refer also to the State Emergency Recovery Plan.                                                                    |
| RECOVERY AGENCY                         | An agency having the role or responsibility under the State Emergency Recovery Plan or in the recovery arrangements.                                                                                                                                                                                                                                                       |
| REGION                                  | A geographic area comprising a number of municipal districts and specific Victorian waters.                                                                                                                                                                                                                                                                                |
| REGIONAL EMERGENCY RESPONSE PLAN        | The Emergency Response Plan prepared by the Regional Committee.                                                                                                                                                                                                                                                                                                            |
| REGIONAL EMERGENCY MANAGEMENT COMMITTEE | The committee which at regional level is responsible for the formation and maintenance of a regional Emergency Management Plan for response to emergencies, the chairman being the Divisional Emergency Response Co-ordinator or, in his absence, his Deputy Co-ordinator.                                                                                                 |
| REGISTERED EMERGENCY WORKER             | Means a person registered under Section 26 of the Emergency Management Act 1986.                                                                                                                                                                                                                                                                                           |
| RELIEF CENTRES                          | Centres established to provide groups of persons with any or all of the services, of the functional areas of Emergency Relief.                                                                                                                                                                                                                                             |
| RELIEF STAGE                            | The immediate post impact stage of an emergency, preceding the recovery phase. For the purposes of this Plan, the end of relief will be when "stand down" is advised by the Municipal Emergency Response Co-ordinator.                                                                                                                                                     |
| RESPONSE                                | The combating of an emergency and the provision of emergency relief, including rescue and the needs of affected persons.                                                                                                                                                                                                                                                   |
| STAGING AREA                            | A location designated and used during emergencies for the assembly of control or support personnel prior to deployment.                                                                                                                                                                                                                                                    |
| STAND-DOWN                              | The order given by the Regional or Municipal Emergency Response Co-ordinator that allows personnel to cease operations reflecting the termination of the emergency.                                                                                                                                                                                                        |
| STANDBY                                 | That period normally following alert when the Regional or Municipal Emergency Response Co-ordinator, or the Chief Officer of a control agency, believes that the occurrence or the effects of the emergency, are imminent. Members of the relevant agencies are placed on "Standby", thus being ready to respond immediately.                                              |
| SUPPLEMENTARY SUPPLY                    | Those resources requested under emergency supply unable to be obtained by Support Agencies.                                                                                                                                                                                                                                                                                |
| SUPPORT AGENCY                          | A government or non-government agency which provides essential services, personnel, or material to support or assist a control agency or affected persons.                                                                                                                                                                                                                 |
| TEMPORARY ACCOMMODATION                 | Accommodation provided over an extended period of days, weeks or months for individuals or families affected by an emergency. It is separate to emergency shelter. This accommodation includes caravans and suchlike, and will normally be arranged by the recovery agency. In some cases this will occur during the Response Phase.                                       |
| VOLUNTEER EMERGENCY WORKER              | Means a volunteer worker who engages in emergency activity at the request (whether directly or indirectly) or with the express or implied consent of the chief executive (however designated), or of a person acting with the authority of the chief executive, of an agency to which Victoria State Emergency Response Plan or the state emergency recovery plan applies. |



OM122501-16

**MUNICIPAL EMERGENCY MANAGEMENT PLAN**

|             |                                    |           |            |
|-------------|------------------------------------|-----------|------------|
| AUTHOR:     | Wendie Fox                         | ENDORSED: | Jack Green |
| DEPARTMENT: | Sustainable Planning & Development | FILE REF: | F11/2688   |

**Purpose**

The purpose of this report is to request Council endorsement of the draft “Municipal Emergency Management Plan” to be released for public comment.

**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 Municipal Emergency Management Plan (MEMP) has been developed pursuant to *Section 20 (1)* of the *Emergency Management Act 1986*. This version of the plan has expanded on the work previously undertaken by Council and reflects the many changes that have occurred within the Emergency Management sector over the last 18 months. The updated MEMP was endorsed by the Municipal Emergency Management Planning Committee (MEMPC) at its last meeting on 17 November 2011.

The purpose of the MEMP is to detail Colac Otway Shire’s role and agreed arrangements for the policies, principals, arrangements, plans and procedures for the management of emergencies and disasters in Colac Otway Shire’s area of responsibility. It addresses the prevention of, response to and recovery from emergencies and disasters that could occur within the municipality, and is the result of the collaborative efforts of all the members of the MEMPC. The MEMP also contains other information required by legislation, including a list of municipal resources, fire refuges and Neighbourhood Safer Places - Places of Last Resort.

The MEMP should be read in conjunction with Council’s Risk Management Policy, Municipal Fire Prevention Plan, Draft Municipal Fire Management Plan, Relief and Recovery Plan, Influenza Pandemic Plan, Public Health Emergency Management Plan, Heatwave Strategy and Action Plan and Neighbourhood Safer Places 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.

The development of the MEMP is consistent with priorities set out in the Council Plan including the Council Plan Strategy: “Meet our statutory obligations for community safety and emergency situations”. By developing and ultimately endorsing the MEMP Council will also 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 MEMP has been developed pursuant with requirements of the *Emergency Management Act 1986*. The completion of the MEMP also helps Council meet requirements associated with the recommendations of the 2009 Bushfire Royal Commission.

The MEMP is not a static document as it is reviewed annually, or after an emergency which has utilised any part of the plan. All reviews ensure linkages with Council's broader emergency, risk management and community safety frameworks. Annual reviews focus on continuous improvement, changes to previously identified hazards, newly identified hazards, processes, policies and the accuracy of contact details in the emergency contact directory. All updates are undertaken by the Municipal Emergency Management Coordinator and tabled at MEMPC meetings.

There are only two options open to Council because Council needs to develop a MEMP in order to deliver effectively on the requirements of the *Emergency Management Act 1986*

- 1: Send the MEMP back to the MEMPC in order for further substantial work to be undertaken before it is re-submitted to Council for further consideration; and
- 2: Approve the release of the MRRP to obtain formal public comment.

**Proposal**

That Council endorses the draft Municipal Emergency Management Plan to be released for public comment.

**Financial and Other Resource Implications**

There are no significant financial impacts associated with implementing the proposal. The officer time required to implement the proposal can be catered for within existing resource allocations.

The economic and social effects of emergencies including loss of life, destruction of property, and dislocation of communities are inevitable. The MEMP is one component of a broader framework that enables us to strengthen our capacity to identify hazards, determine risks, and prepare for emergencies and disasters.

**Risk Management & Compliance Issues**

Emergency management contributes to community safety by reducing the impact of emergency related events that can cause death, injury, loss of property and community disruption. The planning for, and the management of emergencies, is a shared responsibility involving many people and organisations in the community. It is not something done by one organisation or sector of the community, although some organisations have specialist roles in dealing with emergencies.

The MEMP is a record of the commitment of all the participating organisations and groups to undertake and complete the tasks assigned to them under the plan, and to cooperate in the delivery of the MEMP's objectives. The plan is audited pursuant to *Section 21* of the *Emergency Management Act 1986* by the Director, Victoria State Emergency Services every three years.

**Environmental and Climate Change Considerations**

There are no significant environmental impacts associated with implementing the proposal. Electronic copies of the MEMP will be circulated to staff unless hard copies are specifically requested in order to minimise the amount of paper used for the policy. Recycled paper will be used for all hard copies of the policy that are printed/published.



### **Community Engagement**

The community engagement strategy follows 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 community engagement method selected was to collaborate with key stakeholders in the development of the MEMP and then to inform and consult the general public. If this proposal is supported a media release will be issued seeking written comment on the MEMP from the public. Hard copies of the MEMP will be made available to the general public via Councils customer service counters at Colac and Apollo Bay. A copy of the MEMP will also be placed on Councils website for viewing by the general public.

### **Implementation**

If the proposal is endorsed by Council the MEMP will be released for public comment for a period of six weeks. Once the public comment period has ended the members of the MEMPC will review the public comment and decide on whether changes should be made to the MEMP. Feedback will be provided to people who make submissions to explain what changes resulted from their comments. A further report will then be provided to Council providing an assessment of the community input received and identifying any changes that may have been made to the document and seeking Council's formal adoption of the MEMP.

Council Officers will work in partnership with other key agencies to raise awareness of the Municipal Emergency Management Plan. Council will continue to work with other agencies to further improve the MEMP on an ongoing basis.

### **Conclusion**

If the proposal is supported the MEMP will be released for public comment. Any public comment received will be analysed and incorporated where suitable to enable the plan to be submitted to Council for adoption.

### **Attachments**

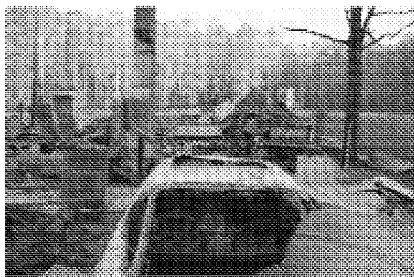
1. Municipal Emergency Management Plan 168 Pages

### **Recommendation(s)**

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

1. ***Endorses the draft "Municipal Emergency Management Plan" for release for public comment for a period of six weeks.***
2. ***Notes that all private and confidential contact information will be removed from the Plan that is available to the public for comment.***
3. ***Notes that any public comment received will be analysed and incorporated where suitable to enable the plan to be submitted to Council for adoption.***

~~~~~

**Colac Otway Shire
Municipal Emergency Management Plan**

Updated November 2011

Last Amended: 15 November 2011

Colac Otway Shire
Municipal Emergency Management Plan

Document Title

Colac Otway Shire Municipal Emergency Management Plan

Disclaimer

Every effort has been made to ensure that all information contained in this management plan is correct and accurate. Colac Otway Shire does not guarantee that this plan is without any emissions or errors and therefore disclaims any liability for any errors, loss or other consequence, which may arise from the use of any information within this document.

Authorisation for Revisions

The Municipal Emergency Management Coordinator is the authorised officer for determining revisions to this plan.

Document Status and Record

Revision Code	Date Revised	Sections Revised	Plan Updated By
1.1	06/11/2006	Section 1 & 7	
1.2	13/12/2006	Section 7	
1.3	07/05/2007	Section 1 Appendix 9	
1.4	28/09/2007	Complete Review	Municipal Emergency Manager
1.5	20/11/2008	Section 1 & 7	Municipal Emergency Manager
1.6	10/11/2009	Section 1, 2, 3, 7 & Appendix 2, 3, 4, 5 & 8	Municipal Emergency Manager
1.7	18/11/2010	Complete Review	Municipal Emergency Management Co-ordinator
1.8	16/5/2011	Part 5 & 6	Municipal Emergency Management Co-ordinator
1.9	15/11/2011	Sect. 1, 2, 3, 4, 5 & 7 Appendix, 1, 2, 4, 5, 6, 7 & 11	Municipal Emergency Management Co-ordinator

Colac Otway Shire
Municipal Emergency Management Plan

Foreword

The Colac Otway Shire Municipal Emergency Management Plan (**MEMP**) has been developed pursuant to *Section 20 (1)* of the *Emergency Management Act 1986*.

This Plan is one component of a broader framework that enables Colac Otway Shire Council to strengthen its capacity to identify hazards, determine risks, and prepare for emergencies and disasters to strengthen community safety.

Colac Otway Shire is one of the most diverse Municipalities in Victoria, balancing the juxtaposition between the Volcanic Plains and Great Otway National Park and rural and urban areas. The Otway Ranges contain significant remnant native vegetation as do the grasslands of the Western Basalt Victorian Volcanic Plains and internationally listed Ramsar Wetlands. The Shire also takes in stunning sections of the Great Ocean Road on its south eastern and southern boundaries.

Colac Otway Shire Council is committed to working in partnership with the community, emergency services, other agencies and management authorities, to prevent and minimise the occurrence of emergency events and their impacts on community wellbeing, including social, economic and the natural and built environments.

This plan should be read in conjunction with the *Emergency Management Manual Victoria*, which can be found at www.oesc.vic.gov.au.

Rob Small
Chief Executive Officer

Colac Otway Shire
Municipal Emergency Management Plan

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Colac Otway Shire
Municipal Emergency Management Plan

KEY CONTACTS

Community Emergency Response Contact List

Emergency	24 hrs	Website
Police	000	www.police.vic.gov.au
Fire	000	www.cfa.vic.gov.au
Ambulance	000	www.ambulance.vic.gov.au
SES	132 500	www.ses.vic.gov.au
Vic Roads	131 170	www.vicroads.vic.gov.au
Red Cross		www.redcross.org.au
Coast Guard	03 9598 7003	www.coastguard.com.au
Barwon Water	139 283	www.barwonwater.vic.gov.au
Wannon Water	1300 926 668	www.wannonwater.com.au
Colac Otway Shire Council	03 5232 9400	www.colacotway.vic.gov.au

Miscellaneous	Phone	Website
HOSPITALS		
Colac Area Health	03 5232 5100	www.swarh.com.au
Apollo Bay Hospital (Otway Health & Community Services)	03 5237 8500	
ENVIRONMENTAL POLLUTION		
EPA Victoria	03 9695 2722	www.epa.vic.gov.au
Pollution Watchline	1800 444 004	www.epa.vic.gov.au
EPA Information Centre	03 9695 2722	www.epa.vic.gov.au
UTILITIES (Infrastructure Providers)		
Electricity– Powercor	132 412	www.powercor.com.au
Gas – SP AusNet	131 799	www.sp-ausnet.com.au
Telecommunications – Telstra	132 203	www.telstra.com.au
OTHER		
Work Safe Victoria	132 360	www.worksafe.vic.gov.au

For a complete list of all Emergency Contacts (in alphabetical order), see Emergency Contact Directory in Appendix 2

Colac Otway Shire
Municipal Emergency Management Plan

MUNICIPAL EMERGENCY MANAGEMENT PLANNING COMMITTEE

**The information on this page has been removed from public
viewing as it contains Private and Confidential information.**

Municipal Statement of Endorsement

This plan has been produced by and with the authority of Colac Otway Shire Council pursuant to *Section 20 (1)* of the *Emergency Management Act 1986*.

The Colac Otway Shire understands and accepts its roles and responsibilities as described in *Part 4* of the *Emergency Management Act 1986*.

This plan is a result of the cooperative efforts of the Municipal Emergency Management Planning Committee (**MEMPC**) after consultation with those agencies and organisations identified therein.

This Plan was adopted by the Colac Otway Shire Council on the --- day of --- 2011.

Rob Small

Chief Executive Officer

Date: -- December 2011

Jack Green

MEMPC Chairman

Date: -- December 2011

Stuart Hart

Councillor

-- December 2011

Audit Report

The Colac Otway Shire MEMP was submitted to the Victoria State Emergency Service for audit pursuant to the requirements of *Section 21A* of the *Emergency Management Act 1996*.

The plan was audited in accordance with the provisions of the guidelines issued by the Coordinator in Chief of Emergency Management (August 1995) and a report detailing the results of the audit were forwarded to the Colac Otway Shire.

This revised version of the plan was endorsed by the MEMPC on 17 November 2011.

Colac Otway Shire
Municipal Emergency Management Plan

PART 1 - INTRODUCTION

Audit Certificate issued on 21 April 2011.



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PART 1 - INTRODUCTION

1.1 Municipal Emergency Management Plan Vision/Mission, Goals, Objectives, and Strategies

Vision/Mission Statement

Ensuring that emergency management makes a significant contribution to community safety in Colac Otway

Goals

The Colac Otway Shire MEMP seeks to achieve:

- better understanding of the community and the environment;
- reduction of risks in the Municipal district;
- improved community resilience and self-reliance;
- more productive partnerships between community safety stakeholders;
- better integration of various community safety and well-being programs; and
- alleviation of the consequences of emergency events on the community.

Objectives

The Colac Otway Shire MEMP has the following objectives that will support actions that directly contribute to the achievement of the identified goals, such as:

- identify and treat potential risks to the community and the environment;
- develop and administer programs that reduce the community's vulnerability and increase its capacity for resilience and self-reliance;
- link more closely emergency management and other community safety programs and promote synergies; and
- contribute to the management of emergency events.

Strategies

The Colac Otway Shire MEMP will develop Strategies to work toward achieving the objectives by:

- detailing the risk analysis and treatment processes;
- developing a resilience and vulnerability profile;
- conducting the Municipal Emergency Management Planning process;
- developing ideas for involving the community in this process;
- identifying Municipal resources to be used in emergency response and recovery.

1.2 The Role of Local Government in Emergency Management

Councils have emergency management responsibilities because they are the closest level of government to their communities and have access to specialised local knowledge about the environment and demographic features of their districts. People also naturally seek help from their local Council and emergency management agencies during emergencies and the recovery process.

Emergency management responsibilities of Councils include:

General

- pursuing community safety as a corporate objective;
- promoting a risk based approach to community safety and emergency management; and

- utilising building and planning processes to promote community safety and emergency management objectives and priorities.

Risk Management

- identifying, analysing, evaluating and treating risks.

Planning and Preparation

- managing residual risk;
- preparing the MEMP;
- ensuring appropriate Council resources (including contracted) are available for use in emergencies and supported by operational and financial systems; and
- conducting testing of the MEMP and exercising emergency management arrangements.

Response

- supporting emergency response agencies.

Recovery

- supporting the community's recovery from emergencies.

1.3 Emergency Management Activities

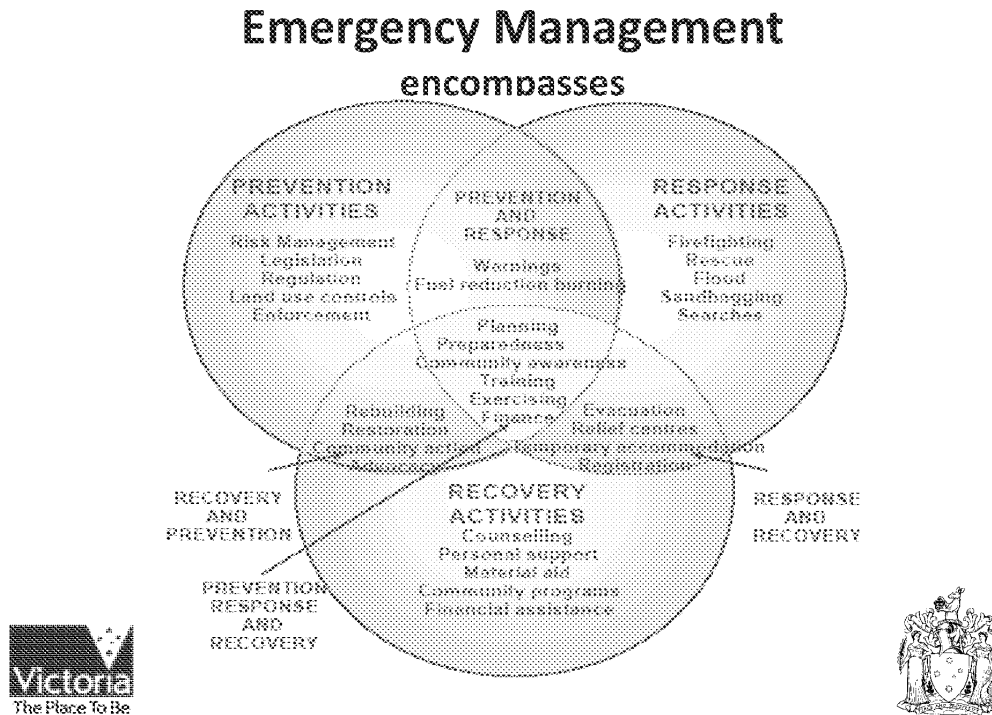
The Emergency Management Activities diagram as shown in figure 1 identifies how the elements of Prevention, Response and Recovery inter-relate and where they intersect. Figure 1 also shows, prevention strategies can be incorporated into recovery activities, (e.g. rebuilding bushfire destroyed houses in a fire-safe manner).

Response activities commence as soon as possible after the time of impact, escalate to full effort quickly, and often cease promptly when the emergency has been dealt with, and/or affected people have been rescued or evacuated.

Recovery activities commence at or soon after the time of impact, and escalate to full effort more gradually and often later than response activities. Recovery activities may continue for a considerable period of time, gradually tapering off and merging into normal community activities weeks, months or even years after impact.

Although considered phases or stages of emergency management, prevention, response and recovery are in fact clusters of activities. They take place as needed and do not necessarily follow one another in a sequential order.

Figure 1: Emergency Management Activities - Examples of emergency management activities demonstrating the inter-relationship between the components of emergency management



Source: Emergency Management Manual Victoria

1.4 Municipality Overview

1.4.1 General

Colac Otway Shire is located in the south-west of Victoria, approximately 150 kilometres from Melbourne. Colac Otway Shire is bounded by Golden Plains Shire in the north, Surf Coast Shire in the east, the Southern Ocean in the south, and Corangamite Shire in the west.

Colac Otway Shire includes the townships and rural localities of Aire Valley, Alvie, Apollo Bay, Balintore, Barongarook, Barongarook West, Barramunga, Barwon Downs, Barunah Plains, Beec, Beech Forest, Birregurra, Bungador, Cape Otway, Carlisle River, Carpendeit, Chapple Vale, Colac, Colac East, Colac West, Coragulac, Cororoake, Corunnun, Cressy, Cundare, Cundare North, Dreeite, Dreeite South, Elliminyt, Eurack, Ferguson, Forrest, Gellibrand, Gellibrand Lower, Gerangamete, Glenaire, Grey River, Hordern Vale, Irrewarra, Irrewillipe, Irrewillipe East, Jancourt East, Johanna, Kawarren, Kennett River, Larpent, Lavers Hill, Marengo, Mount Sabine, Murroon, Nalangil, Ombersley, Ondit, Pennyroyal, Petticoat Creek, Pirron Yallock, Separation Creek, Simpson, Skenes Creek, Skenes Creek North, Stonyford, Sugarloaf, Swan Marsh, Tanybryn, Warncoort, Warrion, Weaproinah, Weering, Whoorel, Wingeel, Wongarra, Wool Wool, Wyelangta, Wye River, Yeo, Yeodene and Yuulong.

Unique beauty and character is a feature of the areas within the Colac Otway Shire – one of the most picturesque Municipalities in the State. The geography of the Shire varies from lush plains in the north to the rugged and beautiful Otway Ranges in the south with its spectacular coastline. As the gateway

to the Otway Ranges and the Western Plains, Colac is the largest town in the hinterland region and is the commercial centre for the Shire's vast range of industry and primary producers.

Colac Otway Shire is a rural, residential and resort area. The Shire encompasses a total land area of approximately 3,500 square kilometres, of which a large proportion is Crown Land (43%) including the Great Otway National Park. Much of the rural area is used for timber production 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.

Industry is supported by comprehensive infrastructure including rail, road, air and sea transport.

The Municipality is serviced by three major roads – the Hamilton Highway, Princes Highway and Great Ocean Road, as well as rail passenger and freight facilities and a vast network of road transport operations.

1.4.2 Topography

The Colac Otway Shire is one of the most picturesque Municipalities in the State of Victoria. As the gateway to the Otways and Western Plains, containing National, State and Regional parks, part of an extensive inland lake system, the seaside attractions of Apollo Bay and the Great Ocean Road, the Colac Otway Shire has a major tourist industry supporting these natural resources.

The Great Ocean Road includes huge cliffs, roaring seas, tranquil coves and safe swimming beaches. It passes through a number of coastal villages including Kennett River, Wye River, Skenes Creek, and Apollo Bay. The Otway Ranges form the backdrop to these popular holiday destinations.

1.4.3 Economic Development

The Shire provides diverse employment opportunities through a range of primary industries, tourism and commercial and community services. The region is well supplied with existing infrastructure in terms of power and water and is well placed to take advantage of future proposals to extend the natural gas grid.

The Shire is located along three key traffic routes - Princes Highway, Hamilton Highway and the Great Ocean Road. There is a regular railway service between Colac and Melbourne to the east and Warrnambool to the west. The Shire has excellent access to the Melbourne and Avalon Airports. This transport network provides the Shire and its industries excellent access to both domestic and international markets.

1.4.4 Demography

The Shire is a cool temperature zone with the temperature averaging 26°C in summer and 12°C in winter. The average annual rainfall is 722mm for Colac and 2000mm for Weeaprounah.

Colac Otway Shire has a population of approximately 20,500 people. The seasonal variation in population along the coast can be significant (see table below), which indicates the approximate population of the main townships within Colac Otway Shire.

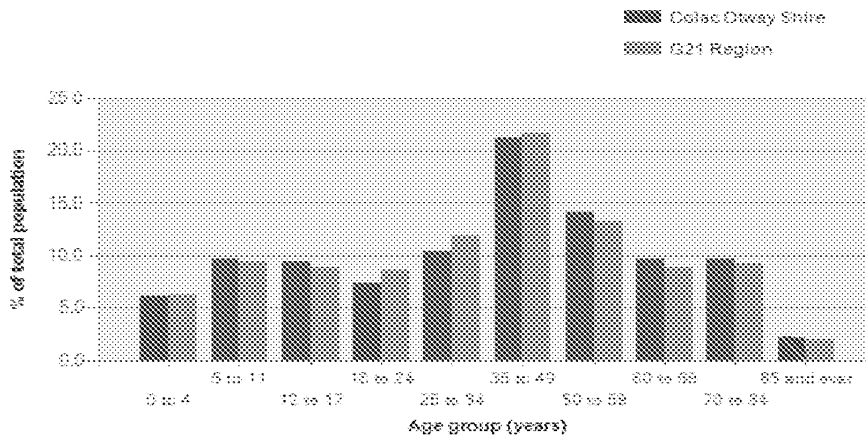
Table 1: Population distribution throughout Colac Otway Shire

Town	Population
Apollo Bay/Marengo	1375
Birregurra	466
Beeac	200
Beech Forest	80
Colac/Elliminyt	12,000
Cressy	123
Carlisle River	100
Cororooke	136
Forrest	167
Gellibrand River	160
Lavers Hill	90
Skenes Creek	160
Wye River/Kennett River	260
Other Regional Areas	5136

Source: Australian Bureau of Statistics. Census of Population and Housing 2006.

The graph below shows the age structure of Colac Otway Shire in comparison to that of other Municipalities within the G21 Area. It is important to note the ageing population.

Figure 2: Age structure of Colac Otway Shire and G21 Region, 2006 (Enumerated data)



Source: Australian Bureau of Statistics, 2006 Census of Population and Housing (Enumerated)

G21 is the formal alliance of government, business and community organisations, working together to improve people's lives in the Geelong Region. It is funded by the five regional Councils - Colac Otway, Surf Coast, Golden Plains, Greater Geelong and Queenscliff.

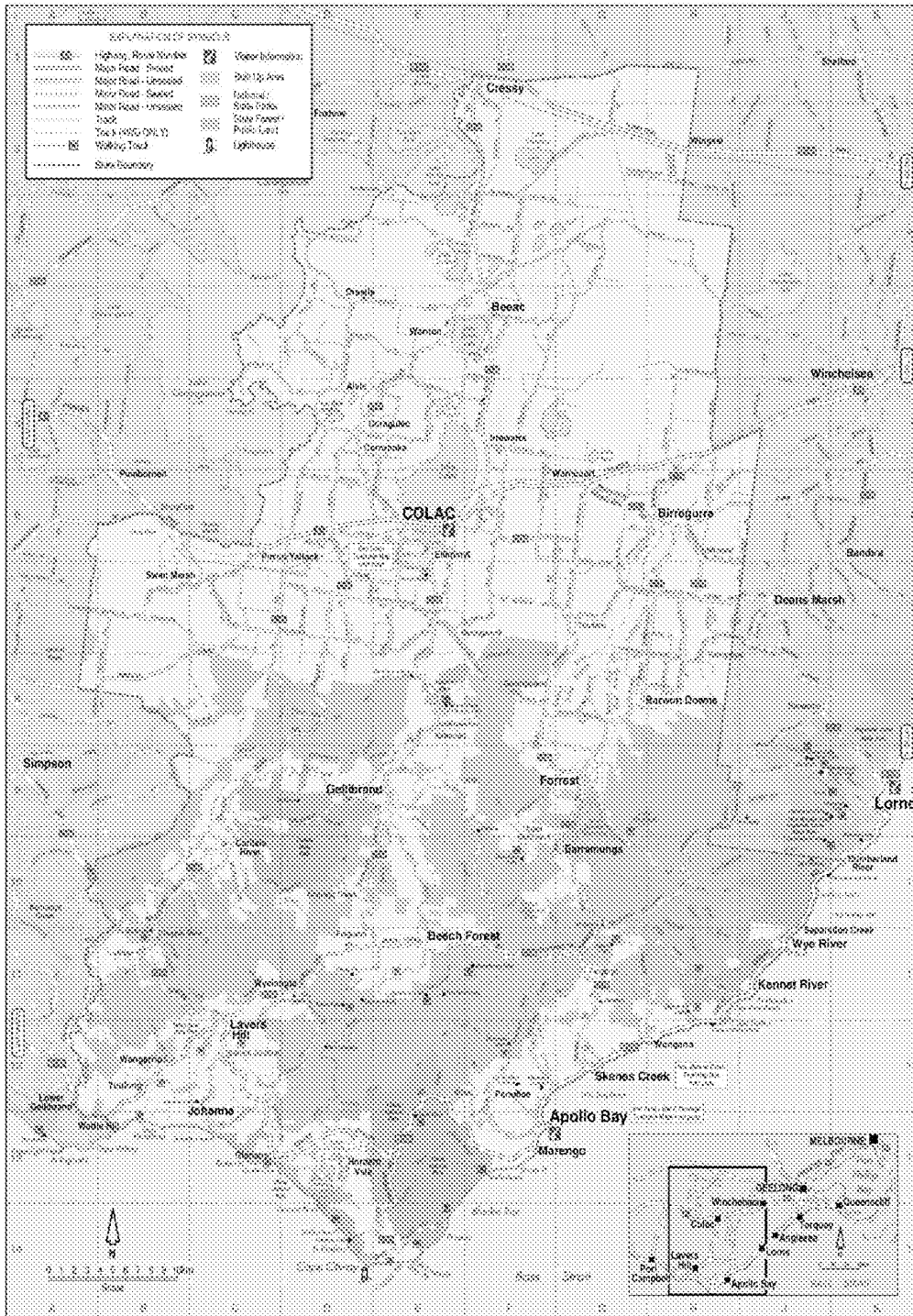
1.4.5 Maps

A set of maps detailing the area covered by this plan can be found at <http://www.ubspatial.com.au/cos/> alternatively refer to Spatial Visions VICMAP Book South West Region for a complete coverage of Colac Otway Shire.

Figure 3: Map of geographic area covered by Colac Otway Shire

Colac Otway Shire
Municipal Emergency Management Plan

PART 1 - INTRODUCTION



1.4.6 History of Emergencies

History shows that the Shire is prone to fires both in the grasslands in the north and the forested areas throughout the south. From early in the century the Shire has suffered significant losses of life, property and livestock in the significant fires of 1919, 1939, 1944, 1977 and the Ash Wednesday Fire of 1983.

Bass Strait, which forms the southern boundary of the Shire, has a history of maritime disasters dating back to the settlement of Victoria. With improvements in maritime technology and navigation the risk of shipwreck has somewhat diminished although the potential for emergencies including oil spills at sea is ever present.

The extensive road network within the Shire includes the Hamilton Highway, Prices Highway and Great Ocean Road and many other roads that have increasing amount of tourist traffic. The risk of road accidents is ever present and occurs regularly.

1.5 Purpose of the Plan

The economic and social effects of emergencies including loss of life, destruction of property, and dislocation of communities are inevitable.

The purpose of this Plan is to detail Colac Otway Shire's role and agreed arrangements for the policies, principals, arrangements, plans and procedures for the management of emergencies and disasters in the Colac Otway Shire's area of responsibility. It addresses the prevention of, response to and recovery from emergencies and disasters that could occur within the Municipality of Colac Otway Shire and is the result of the collaborative efforts of the MEMPC.

In achieving this, Colac Otway Shire acknowledges the linkages between this Plan and the broader emergency, risk management and community safety context. This Plan is to be read in conjunction with Council's Risk Management Policy, Municipal Fire Prevention Plan (MFPP), Relief and Recovery Plan, Influenza Pandemic Plan, Public Health Emergency Management Plan, Heatwave Strategy and Action Plan and Neighbourhood Safer Places Plan.

1.6 Regional, State and Commonwealth Links

The Government of Victoria is primarily responsible for emergency management. Under the Constitution, States and Territories have responsibility for the safety and welfare of their citizens. The legislative mandate for Emergency Management in Victoria is the *Emergency Management Act 1986*. This is supported by the *Emergency Management Manual Victoria (EMMV)*.

The Office of the Emergency Services Commissioner (OESC) provides leadership in emergency management for Victoria, with specific responsibilities for ensuring the delivery of efficient, equitable and integrated fire and emergency services.

Regional Emergency Management is managed primarily through the Barwon South West Regional Emergency Management Response Plan.

Recovery from Emergencies is supported by the Department of Human Services (DHS) Barwon South Western Region Emergency Recovery Plan this is the primary State Government reference.

1.7 Maintenance of the Plan

1.7.1 Authority

This Plan is developed by the Colac Otway Shire MEMPC, pursuant to *Section 20 Part 4* of the *Emergency Management Act 1986*.

Council adopts this Plan on the basis of endorsement provided by the MEMPC.

This plan is administered by Council's Environment and Community Safety Unit. All enquiries should be addressed to:

Executive Officer Municipal Emergency Management Planning Committee
Colac Otway Shire Council
PO Box 283
Colac VIC 3250
Phone: 03 5232 9400

1.7.2 Monitoring and Review of the Plan

The Colac Otway Shire MEMP is reviewed annually, or after an emergency which has utilised any part of this Plan. All reviews ensure linkages with Council's broader emergency, risk management and community safety frameworks.

Annual reviews focus on continuous improvement, changes to previously identified hazards, newly identified hazards, processes, policies and the accuracy of contact details in the Emergency Contact Directory. Any major review is undertaken by a working group consisting of members of the MEMPC.

All updates are undertaken by the Municipal Emergency Management Coordinator (**MEMC**) and tabled at MEMPC meetings. Organisations and departments delegated with responsibilities in the plan are requested to notify the MEMPC Executive Officer of any changes of detail (eg. Contact information), as they occur.

If the plan is used as a result of an emergency, a review will be undertaken to ensure that opportunities for improvement are identified and addressed.

Amendments are produced and distributed by Colac Otway Shire as per the MEMP Amendment and Distribution List in Appendix 3.

1.8 Audit Requirements for the Plan

1.8.1 Purpose of the Audit

The audit process is designed to stimulate quality Municipal emergency management planning in a positive, non-punitive way. It advises and supports Councils in their efforts to serve their communities.

1.8.2 Audit of the Plan

The plan is audited pursuant to *Section 21* of the *Emergency Management Act 1986* by the Director, Victoria State Emergency Services every three years.

The MEMPC is responsible for ensuring the plan complies with the guidelines. The Act also requires that the auditor obtain comments on each Municipal plan from the Regional Emergency Response Planning Committee and the Regional Recovery Committee.

1.8.3 Audit Report

Each audit report will indicate whether the plan:

- complies fully or more than adequately with the guidelines;
- complies adequately with the guidelines, but the plan or planning process needs improvement; or
- the plan falls short of the guidelines standards, and outlines areas that should be addressed in order for Council to meet its statutory obligations.

1.8.4 Response to Audit

Under *Section 21A (3)* of the *Emergency Management Act*, each Municipal Council must respond in writing to an audit report within three months of receiving it. If the audit is qualified, Councils should indicate in their response how they intend to remedy any deficiencies.

1.9 Testing of the Plan

Arrangements pertaining to this Plan are tested a minimum of once per annum, under the auspices of the Colac Otway Shire MEMPC. Any procedural anomalies or shortfalls encountered during the exercises, tests or assessments are addressed and rectified at the earliest opportunity.

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PART 2 – ROLES AND RESPONSIBILITIES

2.1 Introduction

This section identifies specific emergency management roles and responsibilities, as determined in the *Emergency Management Act 1986*, and details the management of emergencies within Colac Otway Shire.

2.2 Environment and Community Safety Unit

Council's Environment and Community Safety (E&CS) Unit has the role of ensuring appropriate emergency management mechanisms and processes are in place for all aspects of management. The E&CS Unit is integral to Council's capacity to establish a coordinated approach in identifying and mitigating risks, preventing, planning for, responding to, and recovering from an emergency.

The E&CS Unit sits within Council's Sustainable Planning and Development Unit and includes staff whose primary role is emergency management and community safety. These include the Manager for E&CS, the MEMC, Municipal Emergency Management Officer (MEMO) and Assistant Municipal Fire Prevention Officer/s (MFPO).

The E&CS Unit works closely with the Municipal Emergency Resource Officer (MERO), Municipal Recovery Manager (MRM), Municipal Emergency Response Coordinator (MERC), and key stakeholders to develop plans and prepare for emergency events.

2.3 Municipal Emergency Management Planning Committee

The Colac Otway Shire MEMPC has been established pursuant to the *Emergency Management Act 1986, Sections 21(3) & (4)*.

The MEMPC is chaired by Colac Otway Shire General Manager, Sustainable Planning and Development. Membership of the committee is shown on page 9 of this document.

The MEMPC is one component of a broader structure that enables appropriate planning, response and recovery activities and arrangements at local and regional levels, with sub-committees and working groups who are responsible for planning for fire management, flood management, and relief and recovery.

Figure 4 shows the MEMPC committee structure and the vertical and horizontal links to other committees.

2.3.1 Role of the Municipal Emergency Management Planning Committee

It is *not* the role of the MEMPC to manage emergencies. This is the responsibility of the agencies and personnel identified under the response and recovery arrangements.

The MEMPC is required to prepare the MEMP, which documents response and recovery operational arrangements, and to ensure that arrangements outlined in the plan are adequately provided for. The committee has an ongoing role to review and amend the operational components of the plan.

2.3.2 Frequency of Municipal Emergency Management Planning Committee Meetings

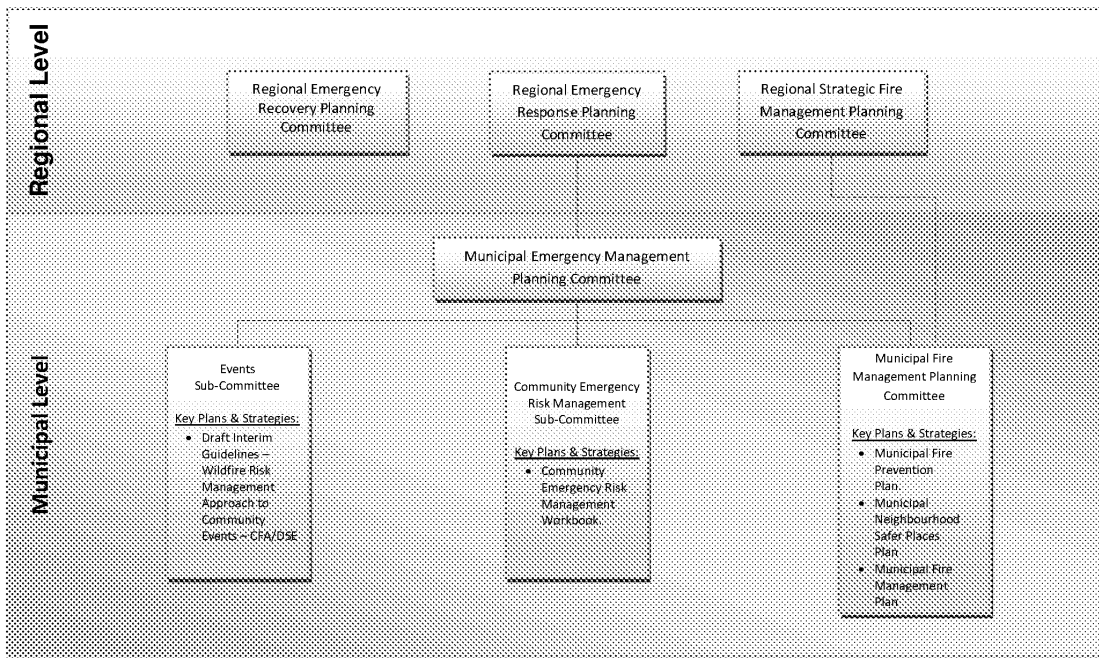
The MEMPC has determined that the committee shall meet at least four times each year. The meetings are held on the third Thursday in February, May, August and November of each year at Colac Otway Performing Arts Cultural Centre (COPACC), Rae Street, Colac.

2.4 MEMPC Specialist Sub-Committees

The MEMPC Committee has three specialist sub-committees currently undertaking specific work.

1. Community Emergency Risk Management (CERM) Sub-Committee
 - Responsible for the development of the CERM
2. Municipal Fire Management Planning Committee (MFMP)
 - Responsible for developing the Municipal Fire Management Plan (MFMP)
3. Event Sub-Committee
 - Responsible for reviewing the CFA/DSE Event Management and Wildfire Trial Guidelines.
 - Overseeing broader emergency management for events.

Figure 4: Colac Otway Shire Emergency Management Committee Structure



2.5 Fire and Emergency Management Group – Internal MEMPC

The Fire and Emergency Management Group is made up of key Council staff, membership includes the General Manager Sustainable Planning and Development, Manager Environment and Community Safety, Manager Information Services, Municipal Emergency Management Coordinator, Manager Health and Community Services, Manager Organisational Support and Development and Municipal

Emergency Management Officer. This group meets regularly and shares information relating to emergency management within Council.

2.6 Municipal Emergency Personnel

This section summarises the roles carried out by key Municipal emergency personnel. Detailed Role Statements can be found in Appendix 4 of this Plan.

2.6.1 Municipal Emergency Manager

The role of the Municipal Emergency Manager (**MEM**) is undertaken by the General Manager Sustainable Planning and Development to establish a more coordinated approach to emergency management processes and practices across the organisation.

2.6.2 Municipal Emergency Management Coordinator

The MEMC plays an integral role in the overall coordination of prevention of, and planning for emergencies and is responsible for the continuous improvement of the Colac Otway Shire MEMP, Municipal Fire Prevention Plan (**MFPP**) Municipal Fire Management Plan (**MFMP**) and Municipal Neighbourhood Safer Places Plan (**MNSPP**), which includes their development, review and evaluation. The MEMC also has responsibility for coordinating emergency preparedness activities relating to the Municipal Emergency Coordination Centre (**MECC**), and Emergency Relief Centres (**ERCs**), staff training and emergency infrastructure.

2.6.3 Municipal Fire Prevention Officer

Colac Otway Shire has appointed the MEMO as the Municipal Fire Prevention Officer (**MFPO**) in accordance with *Section 96A* of the *Country Fire Authority Act 1958*.

2.6.4 Municipal Emergency Resource Officer

Council has delegated the role of MERO to key Council personnel pursuant to *Section 21(1)* of the *Emergency Management Act 1986*.

The MERO has responsibility for the coordination of Municipal resources in emergency response, and is required to take an active role in on-going emergency planning as an emergency continues.

The MERO has full delegation of powers to deploy and manage Council's resources during emergencies.

2.6.5 Municipal Recovery Manager

Council has delegated the function of MRM to key Council personnel to ensure a responsive and coordinated approach to the delivery of recovery services and activities across the Municipality.

The MRM has responsibility for the coordination of Municipal resources to assist emergency recovery activities, and is required to take an active role in on-going emergency planning as an emergency continues. The MRM may delegate duties to provide for effective management of recovery functions.

2.6.6 Deputy MERC, MERO and MRM

In the event of the MERC, MERO and MRM being required to undertake other functions such as planning, attending meetings or briefing sessions, Deputy MERCs, MEROs and MRMs will be required to undertake the roles of MERC, MERO and MRM within the MECC. Deputy MEROs and/or MRMs may also be required to fulfil other functions, for example, attend community information sessions, assist operational officers or undertake inspections of ERCs.

2.6.7 MECC Facility Manager

The MECC Facility Manager has responsibility for ensuring all systems relating to the running of the MECC are operating in a manner that is conducive to supporting emergency response, relief and recovery efforts.

PART 3 – PLANNING AND PREPAREDNESS

3.1 Introduction

This section identifies specific prevention and preparedness activities and arrangements for the management of emergencies within Colac Otway Shire.

Prevention is the planning and implementation of measures necessary to minimise the occurrence of, and mitigate the effects of, an emergency on the community and environment. Responsibility for oversight of mitigation activities at a State level has been assigned to the State Emergency Mitigation Committee (SEMC)

Local government's role in mitigation is significant. Mitigation strategies need to be based on a detailed knowledge of the local community; its characteristics, strengths and vulnerabilities, as well as a detailed appreciation of the risks faced by that community. Local government is seen as being in the best position to develop such mitigation strategies.

Colac Otway Shire plans for emergencies in collaboration with members of the MEMPC. A comprehensive risk management process supports and informs this approach and includes hazard 'expertise' input.

3.2 Risk Management

3.2.1 Introduction

In recent years, emergency risk management has been widely adopted as a tool in emergency management. Risk Management provides an understanding of hazards and associated risks and is fundamental to effective planning for emergencies.

The concept of risk has two elements:

- the likelihood of something happening; and
- its consequences.

Emergency risk is a function of the interaction of hazards, both natural and technological, and the elements at risk: people, their structures and the environment.

3.2.2 Community Emergency Risk Management

To complement the emergency management process and as a means of minimising or eliminating risks within the Municipality the MEMPC is tasked with carrying out an initial assessment and subsequent reviews to identify existing and potential risks.

The process used, is titled Community Emergency Risk Management (CERM) and is based on the International Standard ISO 31000:2009 Risk Management Principals and guidelines, facilitated by VICSES.

The objective of this Standard is to provide guidance to enable public, private or community enterprises, groups and individuals to achieve:

- a more confident and rigorous basis for decision-making and planning;
- better identification of opportunities and threats;
- gaining value from uncertainty and variability;
- pro-active rather than re-active management;

- more effective allocation and use of resources;
- improved incident management and reduction in loss and the cost of risk, including commercial insurance premiums;
- improved stakeholder confidence and trust;
- improved compliance with relevant legislation; and
- better corporate governance.

A hazard analysis and risk assessment of perceived threats to the Municipality has been conducted by the MEMPC. The process has resulted in a risk register, which identifies risks, has an analysis and evaluation of the risks, and shows risk treatments. The community has been involved via a process of communication and consultation. Identified risks are given a risk rating. A summary of the identified risks in each level is provided below:

Table 2: CERM Identified Risks

Hazard	Date compiled	Date Reviewed	Risk Rating	Action Plan No.
Fire (Bushfire & Grassfire)	February 2008	18/8/2011	High – A3	1
Accident – Transport (Air, Rail, Road, Sea)	February 2008		A4 - E	2
Accident – Workplace /Industrial	February 2008		A4 - E	3
Fire – Structural (Residential & Industrial)	February 2008	18/8/2011	High – A3	4
Pollution – Air	February 2008	21/9/2011	Moderate - C2	6
Marine (Drowning, Boat Accident)	February 2008		B4 - E	7
Drought	February 2008	19/7/2011	Significant – C3	8
Plague (Animal, Human, Plant, Insect)	February 2008		C4 - E	9
Pandemic	February 2008		D5 - E	10
Mass Gathering	February 2008		A2 - H	11
Civil Disturbance	February 2008		A2 - H	12
Landslide	February 2008	17/6/2011	Significant – B2	13
Infrastructure Failure	February 2008		B3 - H	14
Pollution – Water	February 2008	21/9/2011	Significant – A2	15
Severe Weather (Electrical, Wind, Torrential Rain, Hail - Storm)	February 2008	19/7/2011	Significant – B2	16
Hazardous Materials (Spills, Leak or Emission)	February 2008	21/9/2011	Significant – C3	17
Missing Persons	February 2008		B2 - H	18
Bridge Collapse	February 2008		C3 – H	19
Building Collapse	February 2008	17/6/2011	Significant – C3	19
Human – Malicious/Wilful	February 2008		C3 - H	20
Storm Surge	February 2008	19/7/2011	Moderate – C2	21
Economic Recession or Depression	February 2008		D4 - H	22
Dam Failure – Storage	February 2008		E4 – H	23
Flooding	February 2008	19/7/2011	Moderate – C2	24
Human – Misadventure	February 2008		C2 - M	25
Epidemic (Human, Animal, Plant)	February 2008		D3 - M	27
Explosion	February 2008		E3 - M	28
Earthquake	February 2008	17/6/2011	Moderate – E3	30
Dam Failure – Farm	February 2008		E2 – L	N/A
Extreme Temperatures	February 2008		D2 – L	N/A
Marine – Large Vessel Incident	February 2008		E2 - L	N/A
Pollution - Land	February 2008		C1 - L	N/A

The intended outcome of this process is the development of risk reduction strategies that enhance community safety within Colac Otway Shire. This process is not intended to exclude any form of emergency and to this end; this document has adopted a flexible “*all hazards approach*”.

The risk management process is subject to minor reviews and should undergo a major review at least once every 3 years, between audits.

The progress of implemented treatment options is monitored by the MEMPC through reports provided by the MEMC at each MEMPC meeting.

For more detailed information on this process and its outcomes refer to the Colac Otway Shire CERM Workbook held by the Executive Officer (MEMC).

3.3 Vulnerable Groups - Definition

Resilience is the capacity of a group or organisation to withstand loss or damage or to recover from the impact of an emergency or disaster. *Vulnerability* is a broad measure of susceptibility to suffer loss or damage. The higher the resilience, the less likely damage may be, and the faster and more effective recovery is likely to be. Conversely, the higher the vulnerability, the more exposure there is to loss and damage (*Department of Human Services, 2000*).

The following groups are generalisations which may be considered as vulnerable:

- **The aged**
Particularly the frail – in terms of mobility and physical capacity.
- **The very young**
Infants, babies and young children (especially 0-1 year olds , but vulnerability exists until at least four years of age in terms of managing their own recovery and in getting access to information and resources.
- **The disabled**
Intellectual, psychiatric, and physical – in terms of managing their own recovery and in getting access to information and recourses.
- **The poor , or people with limited resources to meet essential needs**
In terms of having the financial and physical resources to achieve recovery or to protect themselves against loss.
- **Non-English speaking**
In terms of understanding the potential risks and in gaining access to information.
- **Low socioeconomic**
Is based on family income, parental education level, parental occupation, and social status in the community (such as contacts within the community, group associations (and the communities perception of the family).
- **The socially isolated**
In terms of having family and friends that can provide personal and physical support.
- **The physically isolated**
In terms of having ease of access to resources, or in terms of being able to call on assistance from other members of the community or agencies.
- **The seriously ill**
In terns of already being in need and having a very low capacity to carry our protective or recovery activity. Particularly cardiovascular, respiratory or renal disease.

- **People dependant on technology –based life support systems**
In terms of already being in need and having a very low capacity to carry our protective or recovery activity or being dependant on systems over which they have no control.
- **Single parent families**
Having to manage a range of demands with limited support.
- **People with inadequate accommodation**
In terms of being already in strained circumstances and with existing high levels of need and support.
- **Those of holiday and travelling**
Particularly those in tent and caravan resorts – in terms of being absent from their own communities and resources.
- **Tourists from overseas**
Being in an unfamiliar environment with little knowledge of how to access resources and support.

3.3.1 Vulnerable Community/Facility Listing – (Bushfire Risk Areas)

Colac Otway Shire has identified vulnerable individuals for which the shire directly provides Health and Community Care (HACC) services. A database of individuals is regularly updated and available to response agencies in the event or possible event of a major incident. To access this database contact the rostered on-call Older Persons and Ability Support Services Officer on: Mobile: 0428 535 477

The Shire also has identified external health and community agencies that provide direct services to vulnerable individuals within the municipality. Each of these agencies maintains their own lists of clients receiving various services. A register of these agencies and their contact details can be found in Appendix 5.

A register of facilities, where vulnerable people are likely to be situated – for example, aged care facilities, hospitals, schools and childcare centres can be found in Appendix 5.

3.4 Prevention

Prevention of emergencies includes a range of activities that require the allocation of resources (human and financial) and multi agency support to ensure a coordinated and well planned approach to hazard mitigation and risk reduction.

Prevention takes many forms, including legislation, risk mitigation activities, programs and plans. Much of this work is integrated within everyday business and activities of services, agencies and the community.

Colac Otway Shire and key agencies develop and implement a range of plans and initiatives that ensure appropriate prevention/mitigation activities are conducted regularly. The following points are examples of plans and activities developed and implemented by Council and other agencies:

- Municipal Fire Prevention Plan;
- Municipal Fire Management Plan;
- Annual Fire Management Program ;
- Community Emergency Risk Management Workbook; and
- Fire Operations Plan.

3.5 Preparedness

Preparedness for emergencies includes a range of activities that require the allocation of resources (human and financial) and the support of agencies to ensure a coordinated and well planned approach.

Preparedness takes many forms, including planning, training, exercising, purchase of infrastructure and the development and implementation of programs. Whilst much of this work is integrated within the everyday business and activities of Council and agencies, community preparedness is an important component.

Colac Otway Shire, and key agencies develop and implement a range of plans and initiatives that ensure they, and the community are appropriately prepared for emergencies. The following points are examples of plans and activities developed and implemented by Council and other agencies:

- Exercises and training;
- Township Protection Plans (**TPPs**);
- Relief and Recovery Plan;
- Municipal Neighbourhood Safer Places Plan (**MNSPP**); and
- Birregurra Flood Sub Plan.

3.6 Community Education

Community education is a vital component of prevention and preparedness. The development of relevant and appropriate community education resources and activities empower the community and enhance their resilience through being well informed and therefore equipped emotionally and physically for an emergency. Resilient communities are well prepared, better able to respond to an emergency, and therefore better able to recover from the impacts of an emergency.

Colac Otway Shire together with emergency management services/agencies actively engage the community through a range of mechanisms including community programs and projects, media releases, advertisements, Councils website and Service Networks.

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PART 4 – RESPONSE ARRANGEMENTS

4.1 Introduction

The *Emergency Management Act 1986 Section 4A* defines emergency response as the combating of emergencies and the provision of rescue and immediate relief services. Emergency response provides the mechanism for the escalation of appropriate resources to cope with emergencies throughout the State.

In Victoria, the State Emergency Response Coordinator (Chief Commissioner of Police) is the officer nominated to request Commonwealth physical assistance. During a state of disaster, the Coordinator in Chief (Minister for Police and Emergency Services) is also authorised but may delegate that responsibility to the State Emergency Response Coordinator. The Chief Commissioner of Police can further delegate his/her authority to a nominated Deputy Commissioner and/or the Duty Commissioner of Police.

This section details Colac Otway Shire's arrangements for response to an emergency.

4.2 Municipal Emergency Coordination Centre

Provision of the MECC functions may in the first instance be conducted remotely. In the event of an emergency the MERC may request activation of the MECC.

The primary role of the MECC is to coordinate the provision of human and material resources within the Municipality during emergencies. It will also maintain an overall view of the operational activities within this Plan's area of responsibility, for recording, planning and debrief purposes. The MECC may also become operational during support operations to a neighbouring Municipality. Administrative staff for the MECC will be drawn from Municipal employees, and in the event that the scale of an emergency requires the MECC to be open for a protracted period of time, staff from other Municipalities will be utilised via the Municipal Association Victoria's (MAV) Inter Council Resource Sharing Protocols and MOUs with neighbouring Municipalities. The MECC can only be activated at the request of the MERC in consultation with the MERO and /or MRM.

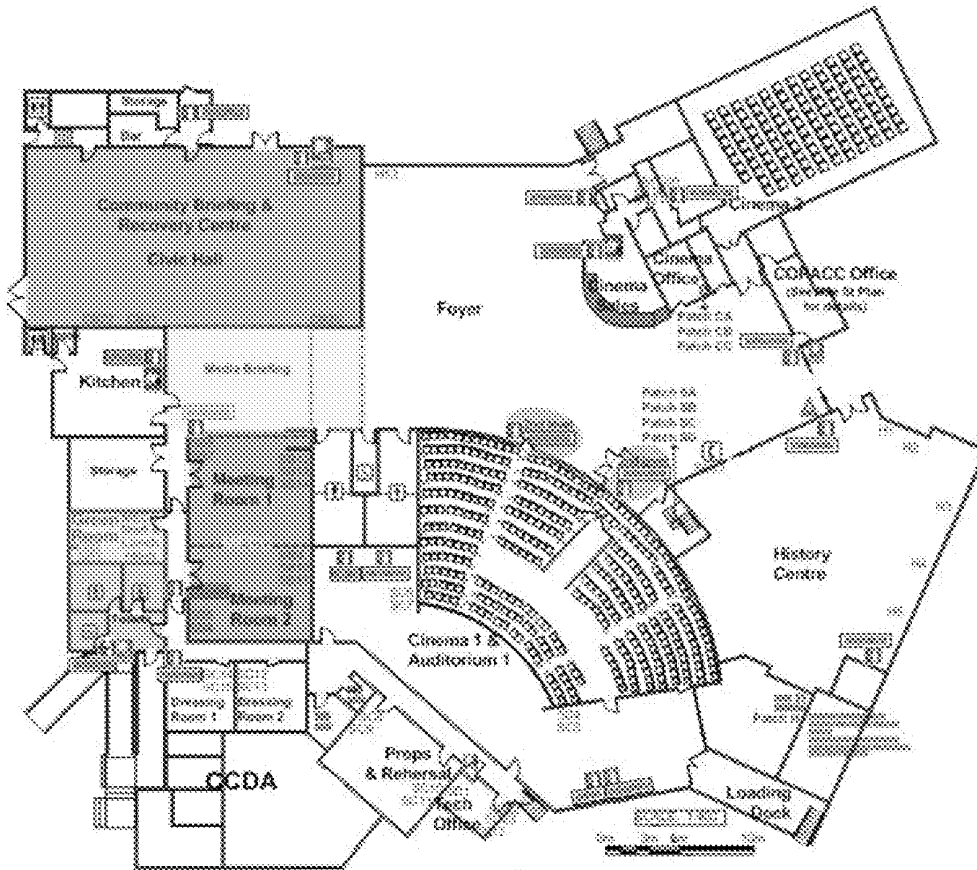
A MECC Operations Plan has been developed. The plan provides detailed instructions in relation to the establishment and operation of the MECC.

Colac Otway Shires primary MECC is located at the Colac Otway Performing Arts and Culture Centre, the general layout is detailed below.

Meeting Rooms 1 and 2

Colac Otway Performing Arts and Cultural Centre
Corner of Gellibrand and Rae Street
Colac VIC 3250

Figure 5: MECC layout



4.3 Scale of Emergency Coordination

The following levels of emergency coordination illustrate the components that **might be** activated in the event of small, medium or large scale emergencies. They also aim to create a more appropriate response determined by the scale of the emergency.

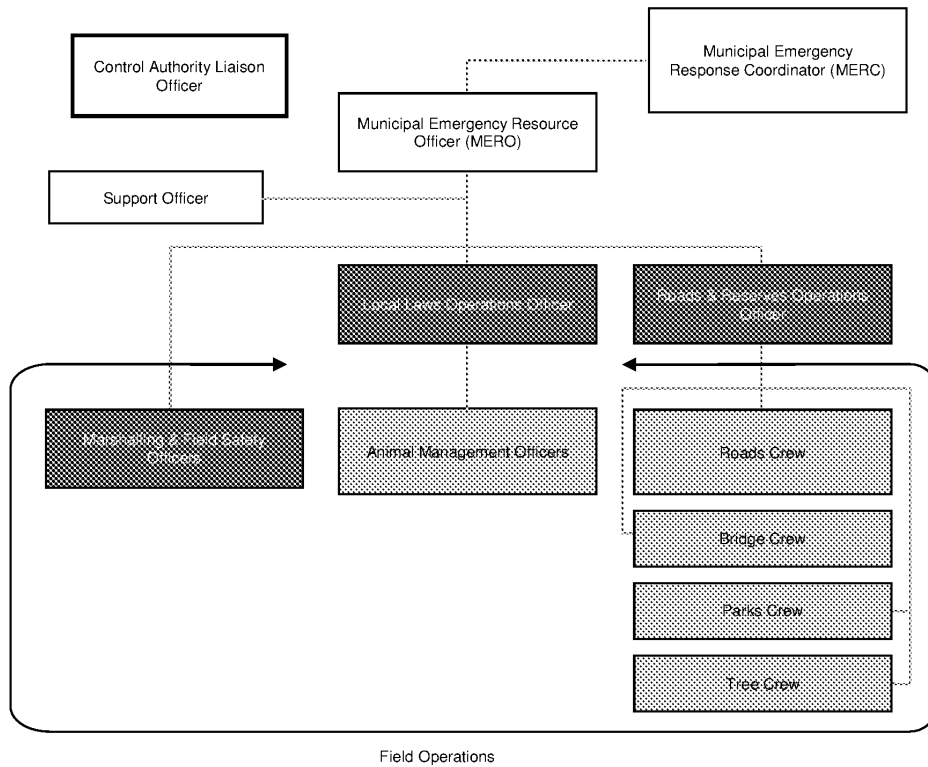
The activation of each level is dependent upon the scale of the emergency and is determined by the Emergency Management Coordination Group (MERC, MERO and MRM).

These levels consider the span of control where up to five reporting individuals or groups is considered to be desirable, as this maintains the supervisor’s ability to effectively task, monitor and evaluate performance.

4.3.1 Small Scale Emergency (less than 24 hour impact)

A small scale emergency is considered to be one that can be resolved through the use of local or initial response resources. The MECC might not necessarily be activated with the MERC and MERO in close communication at all times. Consequently the MERC and MERO will undertake the planning and logistics functions concurrently. They will also monitor the emergency and its impact on the area, and the community, also other elements and variables that might lead to a higher level of activation. See below.

Figure 6: MECC structure example for a Small Scale Emergency (less than 24 hour impact)



4.3.2 Medium Scale Emergency (more than 24 hours)

A medium scale emergency is considered more complex in size, resources and/or risk. The MECC will be activated with the function being the deployment of resources beyond initial response and a multi-agency representation in the MECC and ERC(s). The emergency may potentially require forward planning to address response issues, and for recovery during the response phase. See figure 7.

4.3.3 Large Scale Emergency (multiple days’ impact)

A large scale emergency is an incident characterised by the level of complexity that requires the activation and establishment of the MECC plus ERC(s) and possibly an Emergency Call Centre. This level of emergency will require forward planning as the emergency continues and will specifically require recovery planning during the early stages of the response phase of the emergency. See figure 8.

4.4 Briefings

All briefings conducted at the MECC and ERCs will use the ‘Situation Mission Execution Administration Communications Safety’ (SMEACS) briefing template. This will provide consistency with emergency services and ensure accuracy of information from receipt of a request, to personnel who implement the request. SMEACS also provides the mechanism for safe work practices and the safety of personnel who are performing tasks and activities in the emergency affected area.

Figure 7: MECC structure example for a Medium Scale Emergency (multiple days' impact)

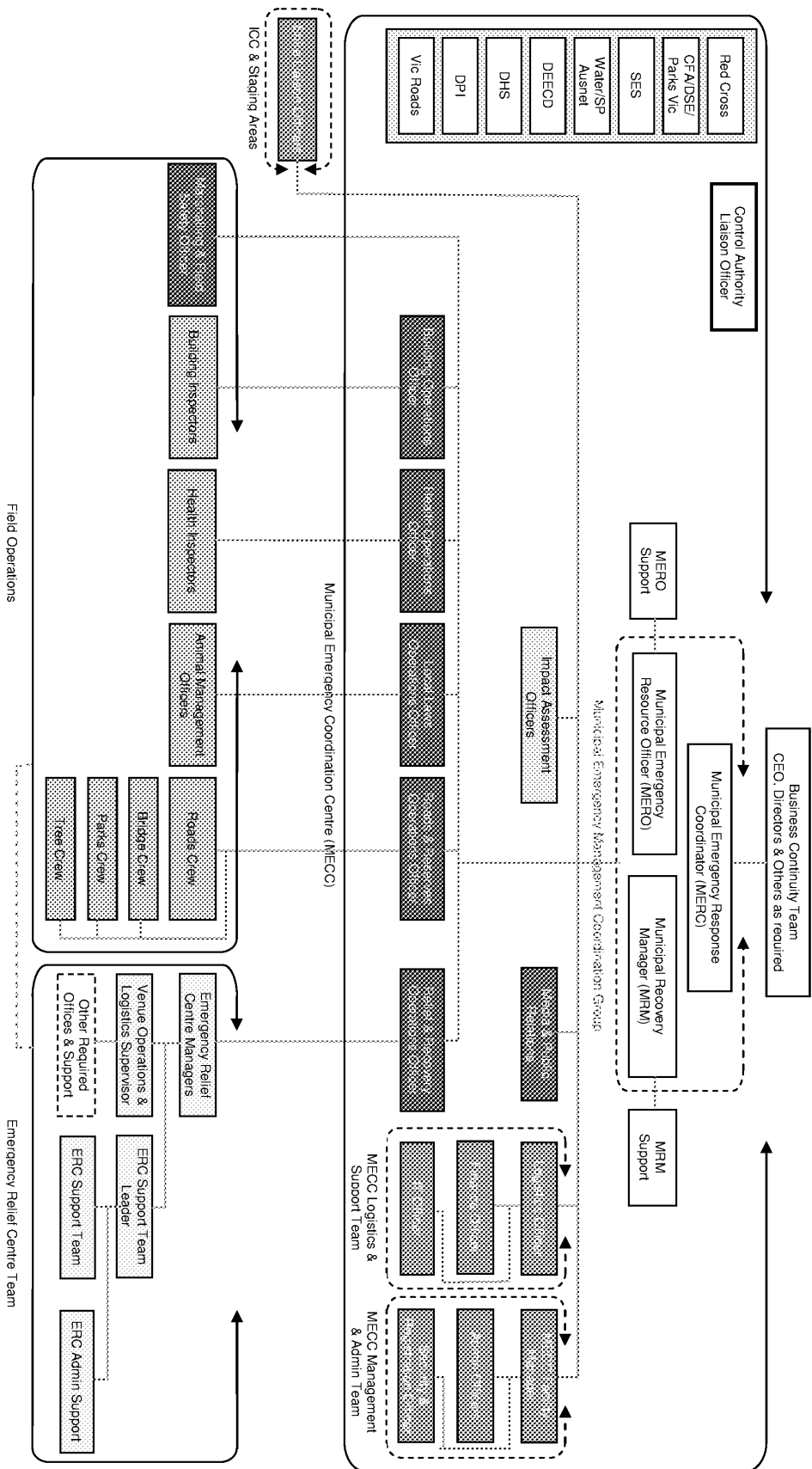
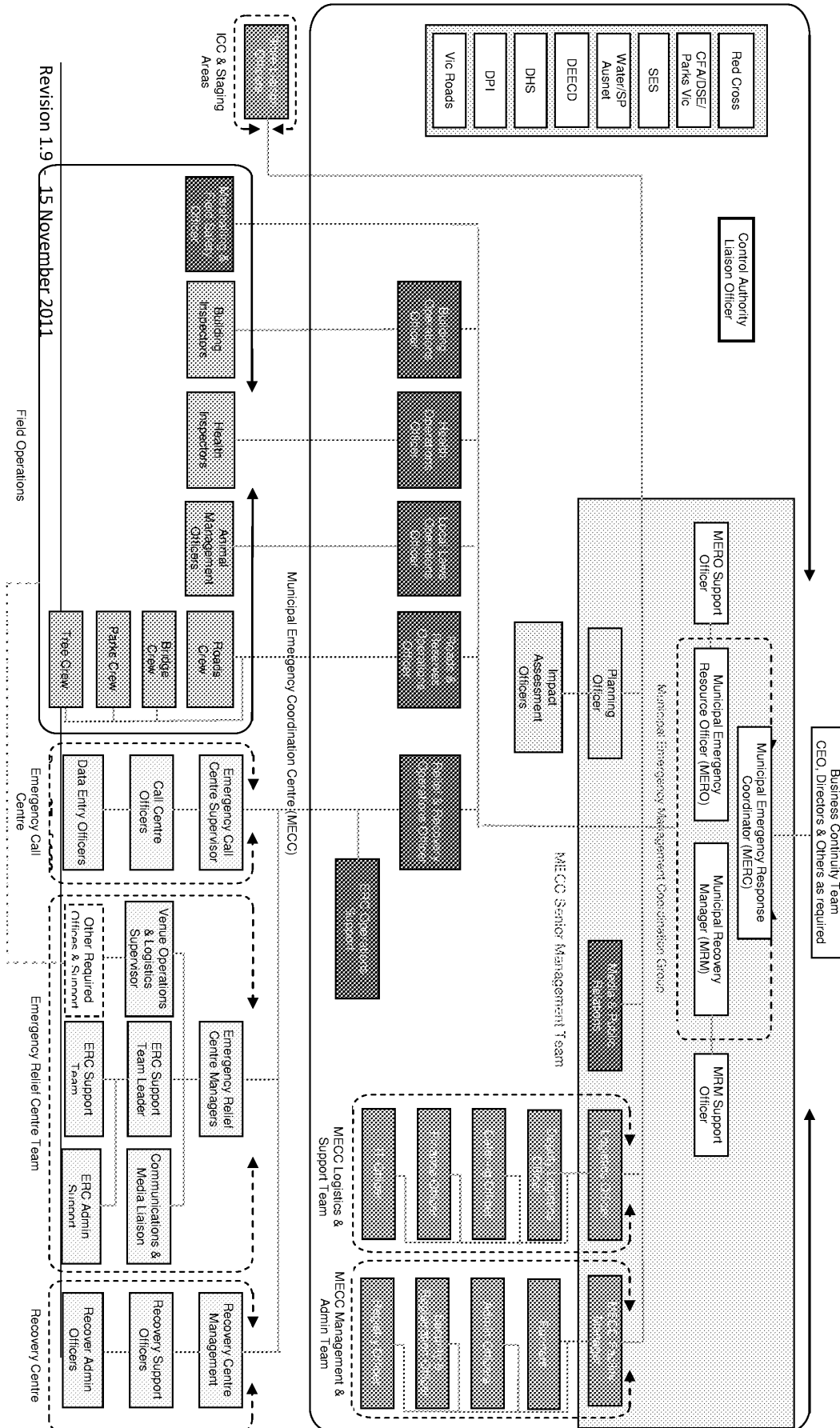


Figure 8: MECC structure example for a Large Scale Emergency (more than 24 hours)



4.5 Phases of Activation for a Bushfire

The following phases of response activation for the Colac Otway Shire are in alignment with the Fire Danger Rating Scale and Warning Index. These phases of activation aim to minimise the impact of wildfires by ensuring that appropriate resources are ready for activation in a timely manner in the event of a wildfire.

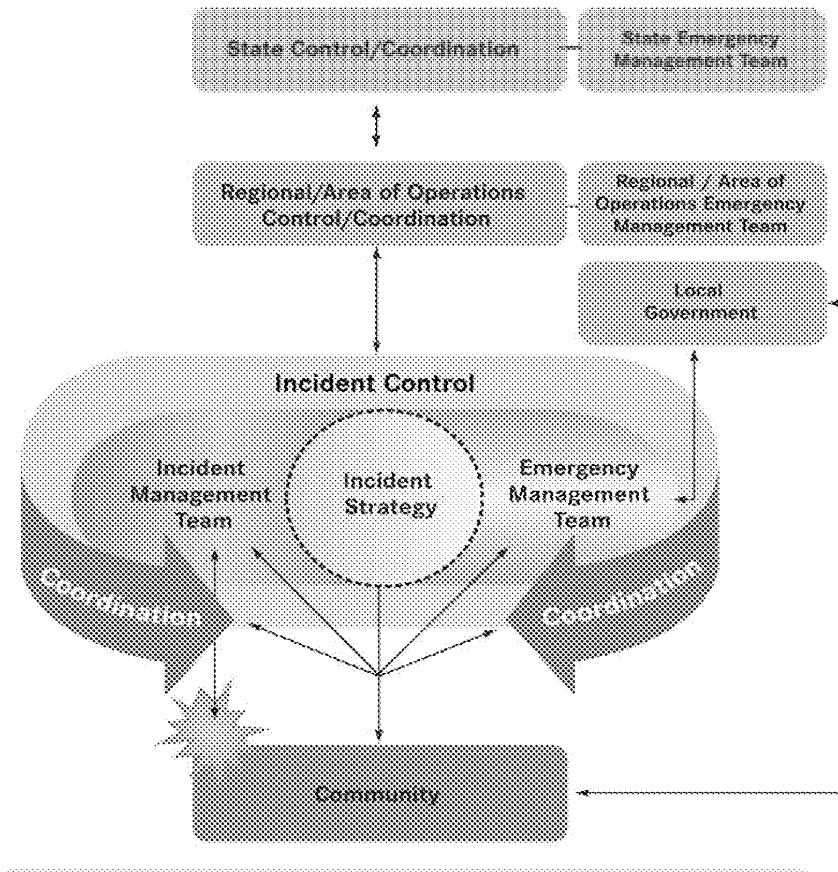
Table 3: Activation for a Bushfire

FIRE DANGER RATING	FIRE BEHAVIOUR	Fire Danger Index (FDI)	Colac Otway Shire
Code Red	Fires will be uncontrollable, unpredictable and fast moving, with spot fires up to 20 km from the main fire, with likely serious consequences for communities.	>100	MECC is setup and MERO on duty and operating in the MECC within 20 minutes
Extreme	Fires will be uncontrollable, unpredictable and fast moving. Spot fires up to 6 km ahead of the fire.	75-99	MERO on duty and able to set up MECC within 1 hour
Severe	Fires may be uncontrollable and move quickly. Spot fires may occur up to 4 km ahead of the fire.	50-74	MERO able to set up MECC within 2 hours
Very High	Fires can be difficult to control, crown fires may develop in forests	26-49	MERO able to set up MECC within 2 hours when FDI is forecast over 35
High	Fires can be controlled, expect short distance spotting	12-25	Normal Preparedness arrangements
Low-Moderate	Fires can be easily controlled	<12	Normal Preparedness arrangements

4.6 Response Management Arrangements

The response management task is to bring together, in an integrated organisational framework, the resources of the many agencies and individuals who can take appropriate and timely action. Response management is based on three key management tasks: control, command and coordination.

Figure 9: Emergency Management Interdependencies describe the interdependencies between coordination and control from State through to Municipal level.



Command
Direction of personnel and resources of an agency in the performance of its role

Source - EMMV Part 4

4.7 Coordination

Coordination is the bringing together of agencies and resources to ensure effective response to, and recovery from, emergencies.

The main functions of coordination are:

- the systematic acquisition and allocation of resources in accordance with the requirements imposed by emergencies; and
- in relation to response, ensuring that effective control has been established.

Victoria Police has the responsibility under the *Emergency Management Act 1986* for emergency response coordination at Municipal, regional and state levels for most emergencies.

Emergency response coordinators are responsible for ensuring the coordination of the activities of agencies having roles and responsibilities in response to emergencies, with the exception of emergencies involving defence force vessels and aircraft.

4.7.1 Field Emergency Response Coordinator

The Field Emergency Response Coordinator (**FERC**) is usually a senior member of Victoria Police present at the initial scene of an emergency. This role usually relates to the first response to an emergency and the person fulfilling the role may change in seniority as the emergency escalates or de-escalates.

The FERC is responsible for performing the principal role of Emergency Response Coordinator.

4.7.2 Municipal Emergency Response Coordinator

The Officer in Charge at Colac Police Station is the delegated MERC for Colac Otway Shire.

The MERC has responsibility for the coordination of resource provision as requested by Control and Support Agencies during the initial response phase of an emergency, and is required to take an active role in ongoing emergency planning as an emergency continues.

4.7.3 Regional Emergency Response Coordinator

In addition to the primary roles of Coordinator, the response roles, responsibilities and duties of the Regional Emergency Response Coordinator (**RERC**) include:

- responsible to the State Emergency Response Coordinator (**SERC**) for the effective coordination of resources or services within the emergency response region, having regard to the provisions of *section 13 (2)* of the *Emergency Management Act 1986*;
- in an emergency, arrange to provide regional resources requested by a Municipal Emergency Response Coordinator, to response and recovery agencies;
- in circumstances where requested resources are not available within the region, to request the resource through the SERC; and
- monitor the provision of emergency relief and supply.

For detailed information in relation to the primary roles and responsibilities of Coordinator see Part 3 of the EMMV.

4.8 Other Colac Otway Shire Coordination Committees

4.8.1 Municipal Emergency Management Coordination Group

The Municipal Emergency Management Coordination Group (**EMCG**), is the Municipal decision making group with responsibility for the overall coordination of Municipal resources for use within an emergency. This group consists of the MERC, MERO and MRM. The EMCG will be activated by the MERC if the scale of the emergency event is sufficient.

4.8.2 Senior Municipal Emergency Management Team

The Senior Municipal Emergency Management Team (**SMENT**), will convene when the scale of an emergency calls for a significant effort in organising Municipal functions or resources detailed in this Plan. The team will be convened by the EMCG and may consist of the following:

- MERO
- MRM
- MERC
- MEM
- MEMC
- Planning Officer
- Media and Public Relations Officer
- Logistics Officer
- MECC Facility Manager
- Control Agency Representative
- Emergency Operations Officers
- Others co-opted as required.

Given that this Committee will more than likely convene during larger scale emergencies, consideration will be given to deputies in the MECC.

4.9 Control

Control is the overall direction of response activities in an emergency. Authority for control is established in legislation or in an Emergency Response Plan, and carries with it the responsibility for tasking other agencies in accordance with the needs of the situation. Control relates to situations and operates horizontally across agencies. Therefore, an Incident Controller can give direction to all the different agencies involved in the emergency event.

There are three tiers of incident control applicable to emergency response in Victoria:

- State Controller;
- Area of Operations Controller; and
- Incident Controller.

For detailed information in relation to the roles and responsibilities for each of these Controllers see Part 3 of the *Emergency Management Manual Victoria (EMMV)*.

4.9.1 Incident Controller

The Incident Controller is a member of the Control Agency appointed to have overall responsibility for incident response operations. The Controller has overall responsibility for management of the emergency, even when some of their responsibilities have been delegated.

The Incident Controller's principle responsibilities include:

- notification of support and recovery agencies;
- management of the interaction with support agencies responding to an incident;
- the collection, analysis and dissemination of information regarding the incident (including use of the Rapid Impact Assessment process);
- undertaking a risk assessment to determine operational risks and implementing treatments; and
- consideration of the impacts, or potential impacts, of the incident on the community.

4.9.2 Emergency Management Team

The function of the Emergency Management Team (EMT) is to support the Incident Controller in determining and implementing appropriate incident management strategies for the emergency.

If an emergency requires a response by more than one agency, the Incident Controller is responsible for forming the EMT.

The EMT consists of the Incident Controller, Support and Recovery functional agency commanders (or their representatives), the Emergency Response Coordinator (or representative), and other specialist persons as required.

For detailed information in relation to roles and responsibilities of the EMT see Part 3 of the EMMV and *Practice Note Emergency Management Team* (available on the OESC website www.oesc.vic.gov.au under publications).

A Control Agency is assigned to control the response to a specified type of emergency.

A Support Agency is defined as a government or non-government agency that provides essential services, personnel, or material to support or assist a Control Agency or another Support Agency. The EMMV, Section 7 contains a list of support agencies for various emergencies.

4.9.3 Control and Support Agencies

Detailed in the table below is the agreed set of arrangements for the response to identified emergencies within the Colac Otway Shire. These arrangements have been tailored to meet local response capabilities based on the agencies available within the Municipality and agencies identified as Control Agencies as specified within Part 7 of the EMMV.

Support Agencies may be able to offer varying levels of support from "on ground" resources to information. It may be appropriate to consult with a number of identified Support Agencies for advice in relation to any given emergency. It is the prerogative of the control agency to formulate action plans for a given emergency in consultation with support agencies.

Table 4: Control and Support Agencies

INCIDENT TYPE	CONTROL AGENCY (Primary Responsibility)	KEY SUPPORT AGENCIES
ACCIDENT/INCIDENT		
Aircraft	Victoria Police	AMSA, ARFF, ATSB
Biological Materials	Dept of Health	CFA, MFESB
Gas Leakage	CFA/MFESB	Gas Distribution companies
Hazardous materials, high consequence dangerous goods or dangerous goods	CFA/MFESB/ARFF	EPA, AV, Worksafe (workplace, storage facilities and transport)
Lifts, cranes or scaffolding and amusement structures	CFA/MFESB	Worksafe
Marine(not including marine pollution)	Victoria Police	Transport Safety Victoria, AMSA
Military aircraft and ships	Defence Forces	AMSA, Victoria Police, Airservices Australia.
Radioactive materials	Dept of Health	CFA, MFESB
Rail and tram	Victoria Police	PTD, DOT, V/Line, ARTC, MTM, Yarra Trams, CFA, MFESB, VICSES
Road	Victoria Police	CFA, MFESB, VICSES, VicRoads, Municipal Councils, Citylink, Eastlink
AGRICULTURAL		
Chemical Contamination of livestock or agricultural produce (Agricultural or Veterinary)	DPI	DFSV, PrimeSafe
Exotic Animal Disease (includes Bees & Aquaculture)	DPI	DSE
Plant Pest or Disease	DPI	DSE
Drought	DPI	
ENVIROMENTAL		
Marine pollution, Oil and chemical spills in local ports or state rivers	DOT (Security and Emergency Management Division)/Port operator	DSE, EPA, AMSA, PV, BOM, VRCA, MFESB, CFA
Oiled Wildlife	DSE	PV, DOT, AMSA
Exotic marine pest incursion	DSE	DPI, PV
Cetacean (whale) stranding or entanglement	DSE	DPI,PV
Vertebrate Pest/Plagues	DPI	DSE, PV
Pollution into inland waters	CFA/MFESB	EPA, PV
Pollution of inland waters	EPA/Melbourne Water	PV
ESSENTIAL SERVICE DISRUPTION		
Food supply, critical infrastructure damage or disruption.	Victoria Police	DPI
Electricity	DPI (Energy Sector Development Division)	AEMO, Electricity distributors, Energy Safe Victoria, DSE
Natural Gas	DPI (Energy Sector Development Division)	AEMO, DPI-(Minerals and Petroleum), Energy Safe Victoria, Gas distribution companies
Petroleum and liquid fuels	DPI (Energy Sector Development Division)	DPI (Minerals and Petroleum) Worksafe, Oil Companies

Colac Otway Shire
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PART 4 – RESPONSE ARRANGEMENTS

EMERGENCY / HAZARD	LOCAL EMERGENCY SERVICES	RESPONSE AGENCIES
Roads/Bridges/Tunnels	VicRoads	Municipal Councils, Citylink, Eastlink, DOT, (Security and Emergency Management Division)
Water and Sewerage	DSE	Water Authorities, DHS, Municipal Councils
FIRE AND/OR EXPLOSION		
Aircraft	ARFF/CFA/MFESB	
Boilers and pressure vessels	CFA/MFESB	Worksafe
Explosion	CFA/MFESB	DPI, Worksafe
Explosive device	Victoria Police	CFA, MFESB
Fire	CFA/DSE/MFESB	PV, DPI, AVCG, Worksafe, BOM
HUMAN DISEASE/ILLNESS		
Retail food contamination	Dept of Health	
Food/drinking water contamination	Dept of Health	Municipal Councils, DSE, DPI
Human disease	Dept of Health	
NATURAL EVENT		
Earthquake	VICSES	All
Flood	VICSES	DSE, CMA's, Water Authorities, Municipal Councils, CFA, MFESB, BOM, PV
Storm	VICSES	BOM, DSE, PV, CFA, MFESB
Tsunami	VICSES	BOM, All
RESCUE		
Building, structure	CFA/MFESB/ VICSES	BC, AV, Vic Police, Worksafe
Cave	Victoria Police	VICSES
Land	Victoria Police	VICSES
Lift, crane, scaffolding or amusement structure	CFA/MFESB	Vic Police, VICSES, Worksafe, DPI
Mine/quarry	Victoria Police	DOT, DPI, DSE, CFA, VICSES, Worksafe
Rail, aircraft and industrial	CFA/MFESB/VICSES	AMSA (aircraft only), WorkSafe (rail & industrial only)
Road	CFA/MFESB/VICSES	AV
Trench or tunnel	CFA/MFESB	
Water	Victoria Police	VICSES, LSV
SEARCH		
Land and Water	Victoria Police	VICSES, others as per Vic Police register
Overdue aircraft	AMSA	Vic Police, VICSES, Airservices Australia
OTHER		
Aircraft – in-flight emergency	Airservices Australia	ADF
Dam Safety	DSE	Water Authorities, VICSES, Municipal Councils
Marine casualty – non SAR- (commercial ship) in port waters.	Port operator, VRCA	MSV, AMSA, CFA/MFESB, Vic Police, AV

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PART 4 – RESPONSE ARRANGEMENTS

EMERGENCY / THREAT	CONTROL AGENCY	RESPONSE AGENCIES
Marine casualty – non SAR- (commercial ship) in coastal waters	Transport Safety Victoria	VRCA/Local port operators, CFA, AMSA, Vic Police, AV
Other threats against persons, property or environment	Victoria Police	

Source - EMMV Part 7

4.10 Command

Command refers to the direction of personnel and resources of an agency in the performance of that Organisation’s role and tasks. Authority to command is established in legislation or by agreement within an agency. Command relates to agencies and operates vertically within an agency.

The term ‘chain of command’ refers to the organisational hierarchy of an agency. It is the identifiable line up and down the hierarchy from any individual to and from their supervisor and subordinates. The chain of command identifies personnel or positions with accountability.

4.11 Rapid Impact Assessment

A Rapid Impact Assessment (RIA) is an initial appraisal of the extent of damage and disruption to the community and its infrastructure resulting from the emergency or disaster. The information is provided to the Municipality. The RIA data will provide input information for a more detailed analysis of loss and damage and the impact on the effected community that will make up the Post Impact Assessment.

4.12 Termination of Response Activities

It is essential to ensure a smooth transition from the response phase to the recovery phase of an emergency at the Municipal level. While it is recognised that recovery activities will have commenced shortly after impact, there will be a cessation of response activities and a hand over to recovery agencies. The early notification of recovery agencies involved in the emergency will ensure a smooth transition of ongoing activities from response to recovery.

When response activities are nearing completion, the MERC, in conjunction with the Control Agency, will call together relevant relief and recovery agencies including the MERO and the MRM, to consult with, and agree upon, the timing and process of the response stand down.

In some circumstances, it may be appropriate for certain facilities and resources obtained under the emergency response arrangements, to be utilised in recovery activities. In these situations there would be an actual hand over to the MRM of such facilities and resources. This hand over will occur only after agreement has been reached between response and recovery managers.

If the emergency is of significant size which has resulted in DHS being actively involved, then the Municipal/Regional Coordinator will consult with the MERO, MRM and Recovery Manager from DHS to agree on the timing and process of response stand down.

4.13 Post Emergency Debriefing Arrangements

A debrief is undertaken as soon as is practical after an emergency. It is the responsibility of the MERC to convene the meeting and all Council personnel and agencies who participated should be represented with a view to assessing the adequacy of the MEMP and to recommend changes. The meetings to assess the adequacy of the MEMP should be chaired by the Emergency Management Planning Committee (MEMPC) Chairperson.

An additional debrief may be conducted for the Recovery Team to cover specific relief and recovery issues. This will be convened by the MRM and will be in addition to debriefs conducted by the MERC and MEMPC.

4.14 Neighbourhood Safer Places

Neighbourhood Safer Places (NSPs) are not community fire refuges or emergency relief centres. NSPs are **places of last resort** during the passage of a bushfire, and are intended to be used by persons whose primary bushfire plans have failed. NSPs are places of relative safety only. They do not guarantee the survival of those who assemble there. Furthermore, there may be serious risks to safety encountered in travelling and seeking access to NSPs during bushfire events. Depending on the direction of a particular fire, it may not be 'a safer place' to assemble than other places within the Municipal district. At that point in time it almost certainly will be a matter for individual judgement and decision, as to which if any NSP a person or persons should travel in the presence of fire.

NSPs are places or buildings designated and sign posted by the Municipal Council and meet guidelines issued by the Country Fire Authority.

There are currently no designated NSPs within Colac Otway Shire.

4.15 Public Information and Warnings

It is important to ensure that public information and warnings are maintained at an optimum level for specific circumstances where community action is necessary, primarily to protect lives, and also for the protection of property and the environment.

The Control Agency has the responsibility to issue warnings to potentially affect communities and other agencies. Warnings and the release of other public information should be authorised by the Incident Controller prior to dissemination. Where an extreme or imminent threat to life exists, and authorisation from the Incident Controller is not practical in the circumstances, warnings may be issued by any response agency personnel.

Any information released by Council must be approved by the MERO (General Information) or the Chief Executive Officer / Senior Management (Policy/Financial/Political matters). Assistance for preparing and disseminating information will be provided by Council's Media & Public Relations Officer in the MECC.

4.15.1 Community Information

The provision of information to the broader community, is vitally important to their capacity to understand what is happening, and to assist them in making informed decisions during a time of crisis.

Typically, the type of information provided relates to identifying the signs of and coping with stress, health matters, where and how to access financial assistance, where to access general emotional/psychosocial support, and other information relating to the specifics of the emergency.

4.15.2 Emergency Warning Systems

Emergency warning systems warn individuals and communities in the event of a major emergency. Although these systems aim to improve the ability to warn communities about emergencies, individual and communities still need to prepare themselves in case of an emergency.

The Control Agency has the responsibility for issuing warnings to potentially affected communities, and other agencies. Where this is not practical, the Incident Controller must notify the Emergency Response Coordinator, who in turn will facilitate the issue of warnings.

Once a decision has been made to issue an alert message, the emergency services organisations will determine which method to use eg. television, radio or internet, and determine whether a telephone alert needs to be issued; a telephone alert is simply one of a range of tools available.

4.15.3 Emergency Alert

Emergency Alert is a telephone based national warning system that enables messages to be sent via landline and mobile telephones, based on the billing address.

Agencies have been instructed in the use of Emergency Alert and the Incident Controller has access to the website to enable the distribution of warnings.

The Emergency Alert website is www.emergencyalert.gov.au

4.15.4 State Emergency Warning Signal

The State Emergency Warning System (SEWS) is an electronic warning signal used to assist in the delivery of public warnings and messages for major emergencies to:

- alert listeners / viewers of radio / television that an official emergency announcement is about to be made concerning an actual or potential emergency which has the potential to affect them; and/or
- alert the community at large via a public address system that an official emergency announcement is about to be broadcast.

Responsibility for issuing SEWS lies with the Incident Controller.

4.15.5 Information Resources

The following functions are an essential part of these arrangements and should be utilised if and when required:

- Council's Media & Public Relations Officer in the MECC; and
- Police Media Liaison.

If an emergency requires concurrent media response through radio, television and newspaper outlets, the Police Media Liaison Section may be contacted through the MERC.

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Municipal Emergency Management Plan PART 5 - EM RELIEF & RECOVERY ARRANGEMENTS

PART 5 – EMERGENCY RELIEF & RECOVERY ARRANGEMENTS

5.1 Introduction

The *Emergency Management Act 1986* provides the legislative framework for Victoria's Emergency Relief and Recovery State Plan. This plan is the agreed state-wide plan, developed to ensure the collaborative efforts of all key emergency relief and recovery stakeholders effectively support the emergency relief and recovery of communities affected by emergencies.

The Department of Human Services is the lead agency for Emergency Recovery at State and Regional level, working in collaboration with Municipalities who have responsibility at a local level.

This section details Colac Otway Shire's relief and recovery arrangements.

5.1.1 Levels of Relief and Recovery

The size and complexity of an event will determine the type of emergency relief and recovery response activated.

In response to an event and following a Rapid Impact Assessment, the Department of Human Services (DHS) will apply a three-tiered approach. The three tiers are:

- Tier 1 event: one which is geographically contained and has relatively limited impacts.
- Tier 2 event: one which is likely to be geographically larger and has relatively serious impacts.
- Tier 3 event: one which has wide geographic impact with high order impacts

Note the above descriptions are a guide and not the only factors that will influence the tier determination.

5.1.2 Relief and Recovery Personnel

There are a number of personnel provided by Council who are directly involved in the Relief and Recovery phases. Their positions are:

- Municipal Recovery Manager;
- Deputy Municipal Recovery Manager ;
- Emergency Relief and Recovery Centre Managers;
- Emergency Relief and Recovery Centre staff;
- Environmental Health Officers; and
- Human Services staff.

Council is supported with more staff once the emergency has exhausted its resources to undertake its relief and recovery responsibilities.

There are also personnel provided by other recovery agencies to assist Council. These include:

- Case Managers;
- Community Development Officers;
- Community Hub Captain;
- Community Hub Support staff; and
- Outreach Personal Support staff.

Generally, Council is expected to have resources to cover these positions for a Tier 1 emergency. A Tier 2 emergency may require case management and other external support. In the event of a Tier 3

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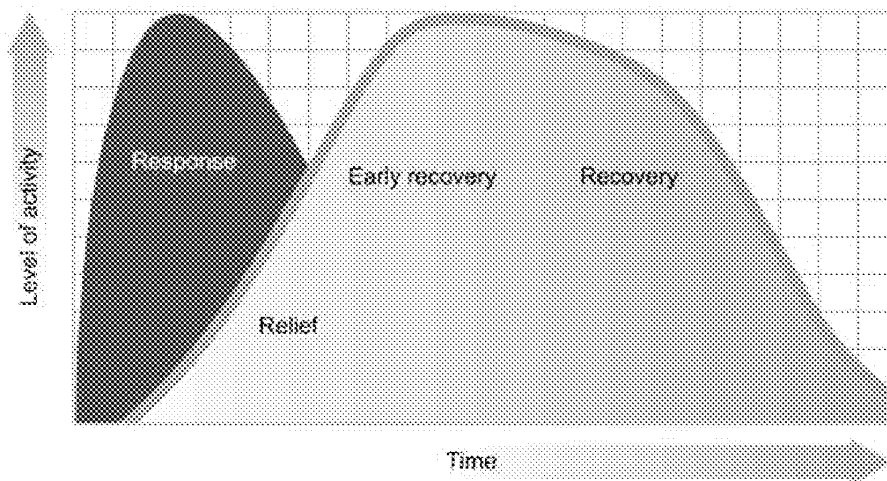
emergency the State Government will arrange for one or more of the following. Case management, community hubs, community development officers, and state officer support.

5.1.3 Transition of an Emergency to Relief and Recovery Phases

It is important to understand the continuum that extends from response, immediate relief, relief, early recovery to recovery and how this affects the overarching services (and the necessary coordination between services) to achieve the best outcomes for impacted communities.

As soon as Response to an emergency has commenced the Relief and Recovery phases need to be considered and/or mobilised.

Figure 10: Emergency relief and recovery activities over time



Source - EMMV Part 4

5.2 Emergency Relief

Emergency Relief is part of emergency management as a whole. Emergency Relief is the provision of life support and essential needs to persons affected by, or involved in the management of an emergency. Coordination of Emergency Relief at the Municipal level is the responsibility of the MRM, at State and Regional level, this coordination function rests with the Department of Human Services.

The primary functions of emergency relief are:

- Catering (food and water);
- Material needs;
- Emergency shelter (accommodation);
- Provision of emergency Relief Centres, and
- Registration – National Registration and Inquiry Service (NRIS).

Other functions of emergency relief typically include:

- First Aid and primary care;
- Personal support, including financial assistance ;
- Sanitation and hygiene, and

- Information provision.

5.3 Activation of Emergency Relief

The Incident Controller is responsible for determining the need to activate emergency relief services.

The following people have the authority to activate the provision of emergency relief services (including but not limited to emergency relief centres) by affected Municipalities based on the incident controller determination:

- The appointed Municipal Emergency Response Coordinator (Police Officer);
- The relevant Municipal Emergency Resource Officer (LGA Officer); and
- The Municipal Recovery Manager (LGA officer).

At Regional and state level emergency relief is coordinated by the Department of Human Services.

5.4 Emergency Relief Centres

An Emergency Relief Centre (ERC) is a building or place that has been activated for the provision of life support and essential personal needs for people affected by, or responding to an emergency, and is usually established on a temporary basis to cope with the immediate needs of those affected during the initial response to the emergency.

The decision to activate an ERC is that of the Colac Otway Shire MERC in consultation with the MERO and MRM, or that of another Municipality MERC and their MERO and MRM. Emergency relief can also be provided at the site of the emergency.

Emergency Relief Centres will be opened once the nature, extent and location of an Emergency event are known.

5.4.1 Emergency Relief Centre Locations

Council has planned for the Colac Blue Water Fitness Centre to be the principal Emergency Relief Centre for the Municipality. An Emergency Relief Centre Plan has been specifically developed for the Colac Blue Water Fitness Centre. Other Emergency Relief Centre Plans will be developed to provide a back-up for the Colac district and Apollo Bay region.

For more details on Emergency Relief Centres refer the *Colac Otway Shire Municipal Relief and Recovery Plan – August 2011*.

5.4.2 Registration

Victoria Police are responsible for the registration of emergency affected people but have delegated the physical task of Registration to Red Cross. Contact details are listed in Appendix 2 of this plan.

National Registration and Inquiry System (NRIS) registration, which is conducted by Red Cross, ensures:

- the safety and re-connecting people with family friends and community networks; and
- Identification and welfare of people.

5.4.3 Replacement of essential water taken during fire fighting

CFA and DSE fire fighters are empowered under legislation to take water from any waterway or water source on public or private land for fire fighting purposes. Where water is taken for fire fighting, the water owner can request (via their municipality) water replacement under the Victorian Government Essential Water Replacement Scheme. A copy of the scheme and how water owners can request

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replacement water can be found on the Department of sustainability and Environment website at www.dse.vic.gov.au/fires.

5.5 Functional Arrangements

5.5.1 Catering

The Red Cross is the primary agency for catering in the Colac Otway Shire supported by the Salvation Army. However if any emergency extends to the Regional and/or State Levels, Red Cross becomes the coordinating agency.

5.5.2 Material Needs

The Salvation Army is responsible for material needs and will co-ordinate material need providers. They are supported by:

- St. Vincent de Paul
- Australian Red Cross – Single Incident

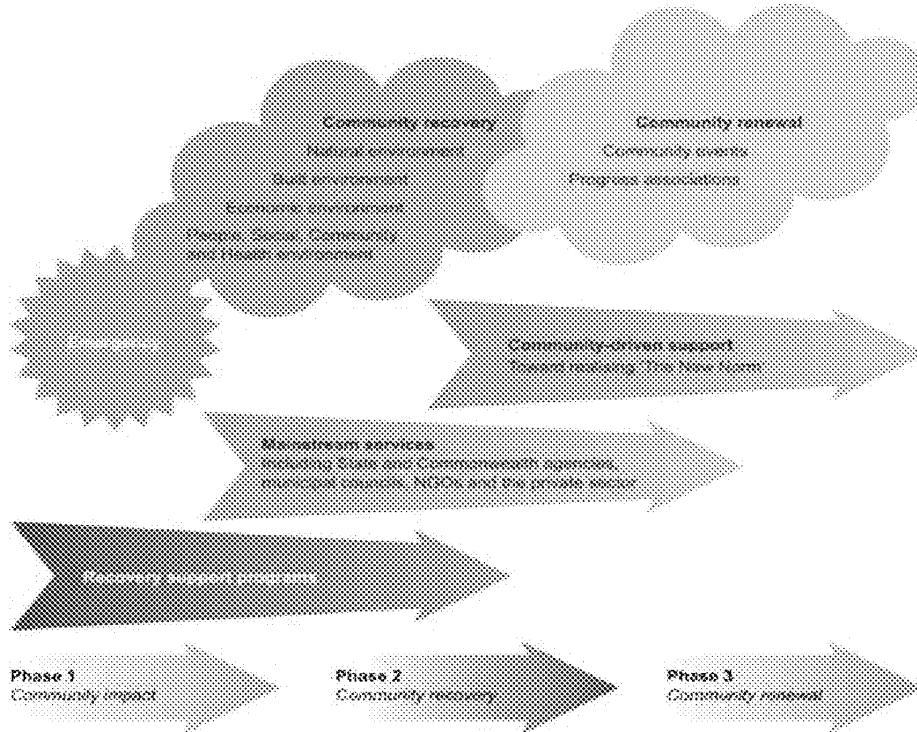
5.6 Emergency Recovery

Emergency recovery is the coordinated process of supporting emergency affected communities in the restoration of their emotional, economic and physical well-being, plus the reconstruction of physical infrastructure and rehabilitation of the natural environment. The process of recovery begins as soon as possible when an emergency occurs, and may continue for many years post emergency.

Management of recovery occurs in the context of clear and agreed arrangements, and involves processes of consultation and cooperation through established communication channels. Whenever possible, short and longer term recovery activities will become part of core business to ensure they remain responsive to the needs of the affected community.

Recovery from an emergency event starts as soon as the threat to human life subsides and in many cases occurs alongside emergency relief activities. In Victoria, recovery is defined as a developmental process of assisting individuals, families, neighbourhoods and communities to manage the re-establishment of those elements of society necessary for their wellbeing and to re-establish community functioning. Recovery concludes with transition to community renewal and the realisation of a changed reality. The figure below describes the transition from emergency impact through to 'community renewal' with the intent to a more informed and resilient community.

Figure 11: Transition of emergency recovery into community renewal.



Source - EMMV Part 4

5.6.1 Recovery Process

Recovery from emergencies is a developmental process of assisting individuals and communities to manage the re-establishment of those elements of society necessary for their wellbeing.

The process involves cooperation between all levels of government, non-government organisations, community, agencies and the private sector in consideration of:

- the emotional, social, spiritual, financial and physical well-being of individuals and communities;
- the restoration of essential and community infrastructure;
- the rehabilitation of the environment; and
- the revitalisation of the economy of the community to ensure as far as possible that the well-being of a community is increased.

During recovery, governments and communities work together to assist affected individuals and community groups to move towards a healthy, safe and functioning environment.

5.6.2 Levels of Recovery

The levels of recovery management are:

- Municipal
- Regional
- State

5.7 Context of Recovery

In reading these arrangements, it is essential to have an appreciation of the assumptions and accepted understandings that underpin them. These assumptions and accepted understandings are:

5.7.1 Resilience of individuals and communities is respected

Recovery services and programs must acknowledge the inherent resilience that affected individuals and communities display. Individuals, when possessing information about the situation and available services, are able to make informed choices about their recovery. Communities, when supported with information and resources, are able to support and manage their own recovery.

5.7.2 Recovery is part of emergency management

Recovery is an integral component of the arrangements that support the whole of emergency management activity in Victoria. These arrangements are documented in the EMMV.

5.7.3 Levels of recovery operations

In order to ensure the success of the arrangements, it is vital that all agencies and organisations involved in management, coordination or service delivery undertake these activities in a cooperative and collaborative manner, within the agreed framework. Coordination and communication both at and between the various levels of operation will assist in ensuring the success of recovery activities for the affected community.

5.7.4 Roles of organisations and agencies

Recovery is not the exclusive domain of any single agency. All agencies and organisations willing to participate have an important role to play. This recognises that recovery must be a whole-of-government and a whole-of-community process.

The agreed roles and responsibilities of agencies under these arrangements is contained in paragraphs 5.26 Services and Agencies for Recovery and 5.27 Agency Recovery Role Statements and are consistent with Part 7 of the Emergency Management Manual Victoria.

5.7.5 Affected community involvement

Recovery requires the active involvement of the affected community. It is an accepted principle of recovery that the active involvement of the affected community is essential for its success. All recovery agencies should seek to engage with the affected community during the development of plans, and must involve the community in the development of recovery activities following an emergency.

5.7.6 Operational plans support arrangements

All agencies and organisations with agreed roles and responsibilities under the arrangements must develop internal operational plans that detail the capacity of the agency and strategies that will be employed by the agency to undertake the agreed roles and responsibilities.

5.7.7 Response/Recovery interface

Recovery should begin as soon as possible when an emergency occurs. It is therefore essential to ensure high levels of understanding and cooperation between response and recovery coordinators at each of the levels of operation. In most instances there will be a transition of coordination responsibility from the response coordinator to the recovery coordinator. Appropriate arrangements must be negotiated and documented between coordinators at the levels of operations to ensure this occurs.

It must also be recognised that recovery activities often occur naturally within the affected community. The emergency recovery planning and coordination activities undertaken at state, regional and

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Municipal level are intended to provide structure for what would otherwise be ad hoc assistance to people affected by emergencies.

5.8 Recovery Coordination

Recovery coordination refers to the arrangements that will be used in any situation where more than one department, agency or organisation is required to provide services to assist communities and individuals recover from the impact of an emergency.

Recovery coordination arrangements should provide for:

- assessment of impacts;
- input of affected community into decision making;
- coordination of service provision;
- communication strategies;
- recovery coordination also refers to coordination of activities within and across the functional areas described below; and
- the responsibility for coordination of recovery is Council’s Municipal Recovery Manager.

5.9 Functional Areas of Recovery

There are four key functional areas that require the application of coordination arrangements as a part of the recovery process. These areas focus on the various needs of the community within:

- social, health and community environment;
- economic environment;
- natural environment; and
- built environment.

Each of these functional areas overlaps considerably and requires coordination and collaboration to address issues arising from an emergency.

Table 5: Functional Areas of Recovery

Social, Health and Community Environment	Economic Environment	Natural Environment	Built Environment
<ul style="list-style-type: none"> ▪ temporary accommodation ▪ material assistance ▪ financial assistance ▪ personal support ▪ health & medical services ▪ community development ▪ volunteer coordination ▪ re-establishing homes & properties 	<ul style="list-style-type: none"> ▪ tourism industry ▪ small business primary producers 	<ul style="list-style-type: none"> ▪ air quality ▪ water quality (including Catchment Management) ▪ degradation & contamination ▪ natural environment (including public land and National Parks) 	<ul style="list-style-type: none"> ▪ electricity ▪ gas ▪ water ▪ telecommunications ▪ transport ▪ roads & bridges ▪ other essential services e.g. schools, banking facilities, shops, hospitals, ▪ waste/sewerage and emergency services

The Colac Otway Shire has a number of key planning factors which influence its ability to effectively manage recovery from an emergency. This section of the Recovery plan identifies those factors so that any planning and preparatory activities can take them into account.

5.9.1 Social, Health and Community Environment

Social health and community impacts refer to the impact that an emergency may have on the health and wellbeing of individuals and the community fabric. This functional area includes individual and community needs including but not limited to:

- temporary accommodation;
- material assistance;
- financial assistance;
- personal support;
- health and medical services; and
- community development.

5.9.2 Economic Environment

This functional area refers to the economic impact that an emergency may have on individuals and communities in an affected geographical area. The economic impact of an emergency is often hidden, and may need a detailed assessment to ascertain both immediate and long-term effects.

The objective for this functional area of operation is to ensure that economic wellbeing is re-established and that financial hardships for the affected community are ameliorated.

This functional area may include, but is not limited to:

- tourism industry;
- small business; and
- primary producers.

5.9.3 Natural Environment

This functional area refers to the environmental impacts that an emergency may have on a geographic area. These impacts include, but are not limited to:

- air quality;
- water quality (including catchment management);
- land degradation and contamination;
- marine environment; and
- natural environment (including public land and National Parks).

5.9.4 Built Environment

This functional area refers to the impact that an emergency may have on physical infrastructure. The objective of this functional area of operation is to ensure assets of the community damaged or destroyed during an emergency are re-established or replaced as soon as possible after the emergency.

Infrastructure assists individuals and communities in the management of their daily lives, but also forms an important part of community identity. Some public buildings have an important symbolic role, and their loss can have a severe negative impact on community morale.

It is essential that the lead agency engage with the affected community to understand the community's restoration priorities, and to keep the community informed of recovery progress.

Built environment impacts include, but are not limited to:

- electricity, gas and water;
- telecommunications;
- transport and roads and

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- other essential services (such as school, hospitals, emergency services, banking facilities and shops).

Restoration of critical infrastructure must be undertaken with an awareness of the needs of vulnerable individuals and communities.

5.10 Activation and Notification

Depending on what the event is, recovery arrangements can be initiated in the following ways:

Municipal Recovery Manager (MRM) is contacted by the Department of Human Services or responsible agency.

Or

The Municipal Recovery Manager (MRM) is contacted by the Municipal Emergency Resources Officer (MERO) to begin recovery.

Or

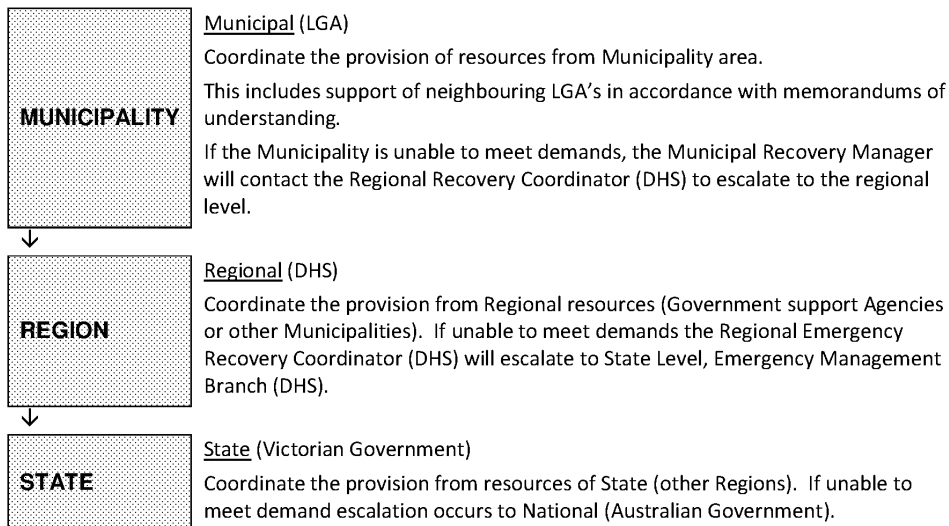
Municipal Recovery Manager (MRM) is contacted by the Regional Recovery Coordinator from the Regional Emergency Management Team

Contact numbers for Municipal recovery contacts are detailed in Appendix 2 of this plan.

5.11 Escalation Criteria (Recovery)

Initial recovery management is always undertaken at the Municipal level. The impact of an event may lead to community needs that exceed the capacity of a Municipal Council. The Council may then seek to escalate the level of management to a regional level. This escalation provides an additional layer of management rather than a replacement layer. Further escalation to the state level of management may be necessary in respect of certain service needs in very large or complex events.

Figure 12: Escalation Criteria (Recovery)



5.12 Municipal Coordination and Management Arrangements

5.12.1 Municipal Recovery Committee

Dependent upon the scale of the emergency it may be essential to establish the Municipal Recovery Committee and Recovery Structure. It is important to consider community needs, and the type and location of emergency event, in establishing the Municipal Recovery Committee and Recovery Structure.

Communities recover best when they are supported to manage their own recovery. The primary method of ensuring and fostering community management of recovery after an event is through the use of community recovery committees.

Establishment – the Municipal Recovery Manager has the responsibility to ensure the establishment of community recovery committees as soon as possible after the emergency. Where possible, existing local community representative committees should be used.

The community recovery committee should be a sub-committee to the Municipal Emergency Management Planning Committee.

Membership – membership of community recovery committees will depend on the needs of the affected area and should include:

- Municipal Recovery Manager;
- community development personnel;
- Councillors;
- community groups;
- affected persons;
- business and Tourism Associations;
- government agencies; and
- non-government agencies.

Where there is capacity to assist with recovery services, involvement should also come from local community agencies and private businesses.

Functions – community recovery committees help individuals and communities achieve an effective level of functioning. They can coordinate information, resources, and services in support of an affected community, establish priorities and provide information and advice to the affected community and recovery agencies.

Role – the role of the community recovery committee is to:

- monitor the progress of the recovery process in the community;
- identify community needs and resource requirements and make recommendations to recovery agencies, Council and recovery managers;
- liaise, consult and negotiate on behalf of the community with recovery agencies, government departments and the Council;
- liaise with the Department of Human Services as the recovery coordination agency through the designated regional director or delegate; and
- undertake specific recovery activities as required.

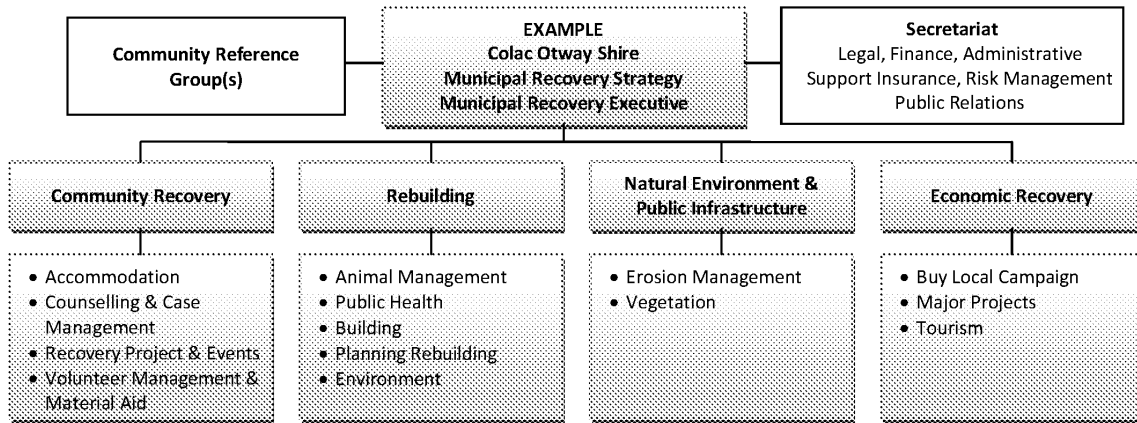
5.12.2 Municipal Recovery Committee Structure

When establishing a Municipal Recovery Committee and Recovery Structure it is important to consider the functional areas of recovery (social, built, economic and natural environments) and it must support a flexible approach that reflects the scale of the emergency and the diverse range of community needs.

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The following diagram is an **example** of a Recovery Structure that **might be** utilised following a large scale emergency.

Figure 13: Recovery Structure



5.13 Engagement of Community in Recovery

A vital component in empowering a community in its recovery process is the engagement and involvement of the affected community in planning and participating in the process of recovery. This may be undertaken in a variety of ways depending on the scale of the event and community interest and ability.

The form of any community recovery structure may vary. The varieties for consideration may include:

- Community Recovery Committee constituted independently of Council;
- a Community Reference Group as part of the Municipal Recovery Committee structure; or
- regular community meetings to derive input and feedback from community members in an ad hoc informal manner.

5.14 Assessment of Impacts and Needs

The Municipal Recovery Manager will appoint outreach teams to survey / assess the community in affected areas as indicated by the control agency. Impact assessments could be conducted by the LGA, Department of Primary Industries or other relevant agencies depending on the incident. A personal support practitioner should be used as part of the teams.

Prior to outreach teams being placed in the field, the area must be declared safe for this purpose by the control agency. This process is to be arranged through the Municipal Emergency Coordination Centre (MECC).

The Municipal Recovery Manager or Deputy will brief outreach teams prior to deployment and will debrief teams at the completion of the allotted activity.

5.15 Communicating with the affected community

There are a range of mechanisms for providing information to the public. These may include but not limited to the following examples.

Community briefings – Community briefings may be conducted by response agencies as part of their role in keeping communities aware of the current emergency situation, before, during, and after

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incidents. Municipal recovery team members including a trained personal support practitioner should be part of the briefing team.

Community information sessions – As soon as practical after an emergency, the Municipal Recovery Manager should arrange community information sessions. The development of these sessions are the first practical step in the process of ensuring a community is actively involved in the recovery management process. These sessions can also be used to support the development of community recovery committees.

The role of community briefings in the recovery context is to:

- provide clarification of the emergency event (control agency);
- provide advice on services available (recovery agencies);
- provide input into the development of management strategies (LGA); and
- provide advice to affected individuals on how to manage their own recovery, including the provision of preventative health information (specialist advisers).

Where the emergency has a criminal component the Municipality will need to consult with the investigating authority on any necessity to restrict the content of the briefings. Local agreements with response agencies that have responsibility for community briefings, will be developed as part of the Municipal Emergency Management Plan.

5.15.1 Single Point of Contact

Helping people to help themselves is key to recovery and offering a single point of contact will help reduce confusion and create confidence that people are receiving the most up to date and correct information.

MEMPlans should contain arrangements for the promotion of a single point of contact for residents to obtain information about support, services and grants that may be available following an emergency.

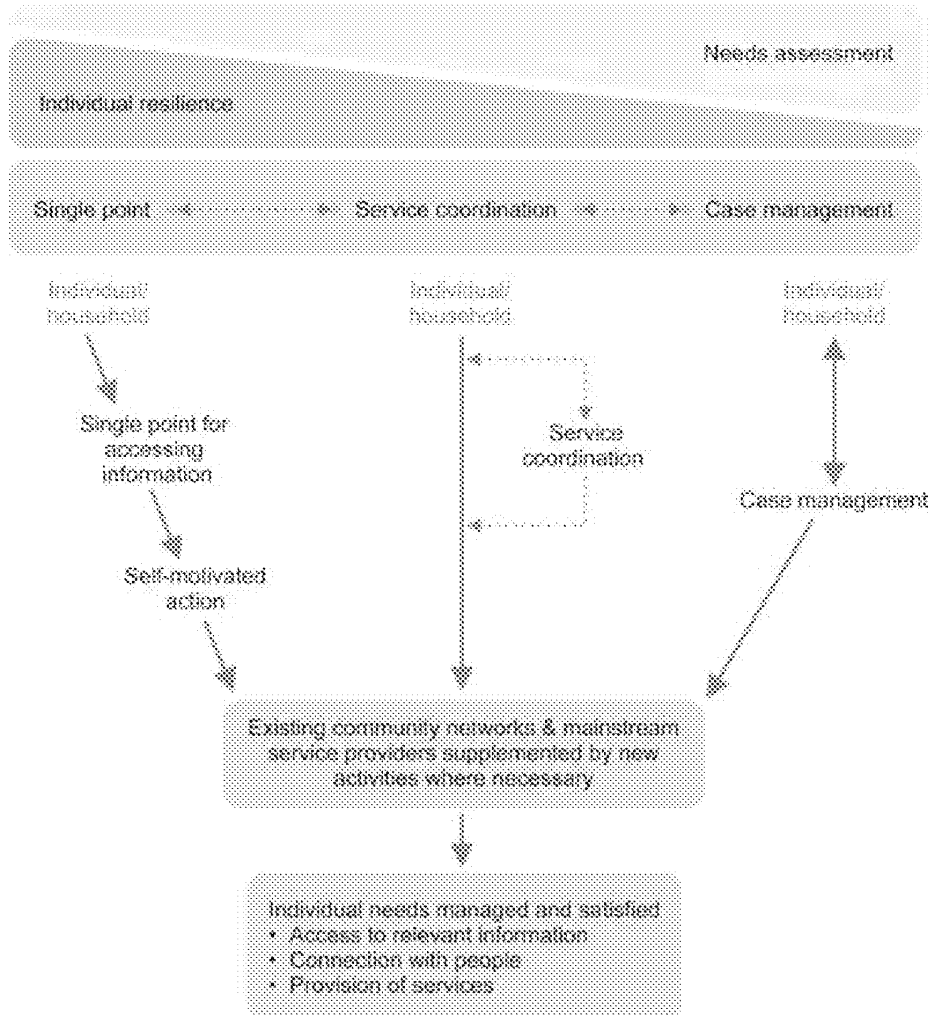
All levels of government will be required to coordinate to determine an appropriate single point of contact for recovery information. It is important that all levels of government and agencies involved promote the same single point of contact.

The agency responsible for the single point of contact mechanism will be determined by the nature, size and impact of the event.

Consideration will need to be given as to how to make this single point of contact as accessible as possible. Phone lines, recovery centres and online web sites are all examples of how to coordinate and delivery a single point of contact. Collecting and organising the information that needs to be made available through the single point of contact is critical.

Keeping records of the requests for information made at the single point of contact can be a valuable source of intelligence about the impact of the event and the recovery needs people have. The records should be regularly reviewing to ensure that local recovery plans are responsive to the needs arising.

Figure 14: Service delivery framework for individualised support program



Source EMMV – Part 6

5.16 Recovery Centres

A Recovery Centre is a building in which a coordinated process of support to affected communities in the restoration of their emotional, social, economic and physical well-being is provided. This support will include provision of psychological (e.g. counselling), infrastructural (e.g. temporary accommodation), environmental (e.g. public health), and economic (e.g. financial assistance) services.

As a "One-Stop-Shop" the Recovery Centre will ensure that all agencies and stakeholders are properly integrated into the recovery process, at a single point of entry.

In large or prolonged emergencies, a relief centre may evolve into a recovery centre when the emergency response has concluded. This transition should be seamless, as the Municipal Council will continue to assume the responsibility for the management of these centres. Coordination responsibility will pass from the Response Coordinator (Victoria Police) to the Recovery Coordinator (Local Government or Department of Human Services, depending on the scale of the recovery). This handover

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will occur only after agreement has been reached between the response and recovery coordinators, and after any necessary documentation has been completed to the mutual satisfaction of both coordinators.

With this possibility in mind, Councils should evaluate the appropriateness of potential sites for relief and/or recovery centres carefully, taking into account the possibility that the venue may be requested for recovery purposes committed for some considerable period after the response to the emergency has ended.

Communication of Recovery Activities - The following communication options should be considered as part of the recovery process. The use of these options should be coordinated through the Municipal Recovery Manager in consultation with other key recovery and response agencies.

- Dedicated Phone Line
- Advertisements within Local Newspapers
- Newsletters
- Media Release

5.17 Case Management

The implementation of an effective Emergency Case Management Service to support individuals and families affected by an emergency relies on significant collaboration between state government, Municipalities and community service organisations.

Case Management is strongly embedded into existing recovery structures established to manage and provide recovery services. These may include using existing Municipal, regional and state recovery committees and the establishment of recovery centres where required.

Colac Otway Shire will liaise with Department of Human Services whether delivering the Emergency Case Management System directly or coordinating the delivery by a health or community service organisation. A request for funding to coordinate or deliver the service will be forwarded to the DHS Regional Recovery Coordinator. The funding submission will contain the following:

- Estimated number of households affected
- Nature of the impacts of the emergency on individuals, households and the community
- Details in relation to the capacity of local services to respond

Where there is potential for primary producers to be affected by an emergency, the Shire will liaise with Department of Human Services and Department of Primary Industries to determine the circumstances in which case management support may be delivered in a coordinated approach.

5.18 Sharing of Personal Information

As per info sheet 02.10 from the Office of the Victorian Privacy Commissioner

“Usually, an organisation should only use information for the purpose it is collected (IPP 2). However, if new personal information is collected in order to respond to an emergency, sharing that information where necessary with other organisations involved in the disaster response or recovery may be considered to be disclosure for the primary purpose of collection.”

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5.19 Offers of Voluntary Assistance

The Municipal Recovery Manager (MRM) will appoint a person to act as volunteer coordinator who will collate all offers of voluntary assistance and coordinate activity of volunteers.

Volunteers are usually made available by various service clubs including, Rotary, Lions, Freemasons, Apex etc. Volunteers need to be coordinated by Council officers – especially when involved in clean-up operations.

Volunteers need to be equipped with the necessary personal protective equipment and will also be instructed in OH&S.

5.20 Offers Material Assistance

Any offers for material assistance will be coordinated by the lead agency listed in 5.2 Service and Agencies for Recovery.

5.21 Post Impact Assessments

A Post Impact Assessment draws upon information gathered from the Rapid Impact Assessment and is an appraisal of the extent of damage, disruption and breakdown to the community and its infrastructure resulting from the emergency or disaster.

To facilitate this process the MRM supported by the additional Council staff as early as practical:

1. Survey the extent of damage and evaluate financial and material aid needs;
2. Provide a priority listing to assist agencies in the performance of their functions to address community needs;
3. Monitor the acquisition and application of financial and material aid provided or required during the recovery period; and
4. Create a clear, implementable, and timely Recovery Plan as required (large scale emergency).

5.22 Financial Considerations

The emergency management arrangements are predicated on the assumption that agencies agree to meet reasonable costs associated with the provision of services. The general principal is that costs are within the “reasonable means” of an agency or organisation is met by that agency or organisation.

Municipal Recovery Managers are responsible for implementing processes to assist with the monitoring of costs associated with the recovery process.

5.23 Reporting Arrangements

Municipal Council's should regularly monitor and report on the impacts of emergency incidents on affected communities, during and following the incident, to ensure recovery agencies can promptly respond and provide assistance where required.

The following information that should be included in the monitoring and reporting of recovery activities;

- Size and location affected areas
- Number of premises which are;
 - ✓ Uninhabitable, inaccessible, destroyed or damaged
 - ✓ Dwelling type (if known) house, caravan, flat/unit or other.

- Number of persons affected
 - ✓ Adults / children
 - ✓ Immediate needs
 - ✓ Accommodation, health and or personal needs
- Relief/Recovery Centres locations and hours of operations
- Community briefings/information sessions
 - ✓ Date, location held and number of attendees (approx)
 - ✓ Upcoming, date and location

5.24 Testing, Evaluation and Review

In accordance with the EMMV and under the direction of the Chief Executive Officer of the Municipal Council, Municipal level agencies and organisations, will participate in emergency recovery exercises to test these recovery arrangements at least annually, unless there has been activation during the period.

Emergency recovery exercises may be conducted in a variety of formats and may test various parts of the arrangements at different levels of recovery management. There should also be testing of the links between the levels of recovery management.

Emergency recovery exercises may be run in conjunction with other emergency management exercises or agency exercises, but must have discrete aims and objectives for the testing of recovery arrangements.

The Municipal Recovery Manager will summarise the outcomes of exercises for the Regional Recovery Coordinator (DHS), who in turn will provide a summary of all regional exercises to the State Recovery Coordinator.

5.25 Evaluation of Recovery Activities

Evaluation of recovery activities and recovery programs following emergency events is essential to maximise lessons learned and identify where improvements can be made. Evaluation may take the form of a formal debrief of operations, or may involve workshops, seminars or applied research into particular areas of activity.

The Municipal Recovery Manager (MRM) should conduct an evaluation of recovery operations following activation of the recovery arrangements in the Municipal Emergency Management Plan. The evaluation may be an informal or formal debrief depending on the scale of the activation, and must identify the strengths and weaknesses of the local operational response to the needs of the community.

The Municipal Recovery Manager must ensure that the Regional Recovery Coordinator (DHS) is made aware of the outcome of the evaluation.

5.26 Services and Agencies for Recovery

The tables below are provided as a guide to indicate the range and types of services, which may be needed in a recovery process and the principal sources of those services. The information shown is in summary form.

Table 6: Services and Agencies for Recovery

Recipient	Service Provided	Lead Coordinator	Providers / Agencies	Other Providers
Accommodation (Temp)				
Individuals and families	<ul style="list-style-type: none"> Short term accommodation for persons whose primary place of residence is affected by an emergency incident which prevents occupancy 	<ul style="list-style-type: none"> Dept of Human Services (DHS) 	<ul style="list-style-type: none"> Australian Red Cross (ARC) Single Incident Insurance companies Municipal Councils Local Caravan Parks / Motels Salvation Army 	
Case Management				
Individuals and families	<ul style="list-style-type: none"> Helping affected persons to identify their needs Encouraging individuals to connect with family, friends and community Ensuring affected persons know how to keep informed about community recovery activities. Ensuring affected persons know about the information and support services available in their area, and how to connect into the services they may wish to receive. 	<ul style="list-style-type: none"> Municipal Councils 	<ul style="list-style-type: none"> Community Services Organisation {To be determined} 	
Catering / Food				
Individuals and families	<ul style="list-style-type: none"> Provision of food 	<ul style="list-style-type: none"> Salvation 	<ul style="list-style-type: none"> VicRelief Foodbank 	
Recovery Agencies	<ul style="list-style-type: none"> Provision of catering 	<ul style="list-style-type: none"> Australian Red Cross (ARC) 	<ul style="list-style-type: none"> Salvation Army 	
	<ul style="list-style-type: none"> Food supply source for response and recovery agencies 	<ul style="list-style-type: none"> VicRelief Foodbank 		

Recipient		Service Provided		Providers / Agencies	
		Lead Coordinator		Other Providers	
Critical Infrastructure food supplies and logistics	<ul style="list-style-type: none"> Damage assessment Assistance with interdependencies, contingency arrangements and reconstruction 	Dept Primary Industries (DPI)		Food Supply SCN	
Communication / Equipment					
Community	<ul style="list-style-type: none"> Ensure supporting communications facilities are provided to response agencies and the community Provision of communications to the community where conventional communications facilities are not available 	<ul style="list-style-type: none"> Telstra WICEN Wireless Institute Civil EM Network 			
Recovery Agencies	<ul style="list-style-type: none"> Provide support to other agencies, where appropriate, for recovery activities involving communication services 	<ul style="list-style-type: none"> Emergency Services Telecommunication Authorities 			
Response / Recovery Agencies	<ul style="list-style-type: none"> Provision of communications or supplementary facilities for and between response and/or recovery agencies 	<ul style="list-style-type: none"> WICEN Wireless Institute Civil EM Network 			
Community Development					
Community recovery Committee	<ul style="list-style-type: none"> Funding Administrative support Support personnel Advice 	<ul style="list-style-type: none"> Municipal Councils Dept of Human Services (DHS) 		<ul style="list-style-type: none"> Australian Red Cross (ARC) Service Clubs Community groups 	
Communities	<ul style="list-style-type: none"> Employment and economic redevelopment program Community support activities 	<ul style="list-style-type: none"> DIIRD DPCD Municipal Councils Australian Red Cross (ARC) DPCD 		<ul style="list-style-type: none"> Service Clubs Community groups 	
Municipal Councils	<ul style="list-style-type: none"> Funding Additional equipment Support personnel Advice 	<ul style="list-style-type: none"> Dept of Treasury & Finance (DTF) Dept of Human Services (DHS) 			

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Recipient		Service Provided		Providers / Agencies	
		Lead Coordinator		Other Providers	
Control Line Rehabilitation					
Affected Land owner	<ul style="list-style-type: none"> Rehabilitation of CFA or DSE fire control lines for wildfire suppression – when the fire originates on Public Land 	DSE			
Emergency Shelter					
Municipal Councils	<ul style="list-style-type: none"> Provision of emergency evacuation centres at the lifesaving clubrooms 	Life Saving Victoria			
Environmental Health					
Individuals, families and Municipal Councils	<ul style="list-style-type: none"> Advice on the properties and environmental impacts of hazardous materials 	EPA			
Municipal Councils	<ul style="list-style-type: none"> Cleanup following oil or chemical pollution incidents on parks, reserves, rivers, waterways and local ports managed by Parks Victoria in liaison with Marine Safety Victoria and the EPA Beach / foreshore Clean up 	<ul style="list-style-type: none"> Parks Victoria (PV) DSE Parks Victoria (PV) 	<ul style="list-style-type: none"> DSE EPA 	<ul style="list-style-type: none"> EPA Australian Maritime Safety Authority 	
All	<ul style="list-style-type: none"> Assessing environmental impacts of emergencies 	EPA			
Evacuations					
Fencing / Assets					
Primary producers and rural land managers	<ul style="list-style-type: none"> Assistance to repair of crown land boundary fencing - To make an equitable contribution to the landholder bushfire recovery. Grants are available to cover the fence insurance excess fee up to \$400 when the fire originates on Public land 	Dept Primary Industries (DPI)			
	<ul style="list-style-type: none"> Restoration of fencing or other assets damaged by prescribed burns that escaped from Public Lands - To make an equitable contribution to the landholder's 	DSE			

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Recipient	Service Provided	Lead Coordinator	Providers / Agencies	Other Providers
	<ul style="list-style-type: none"> bushfire recovery; full cost is met Restoration of fencing or other assets damaged by machinery used in bushfire control - To make an equitable contribution to the landholder's bushfire recovery; full cost is met – Only applicable for bushfires originating on Public land 		<ul style="list-style-type: none"> DSE 	
Financial Assistance / Aid				
Individuals and families	<ul style="list-style-type: none"> Relief of personal hardship Emergency Grant Temporary Living and or Reconstruction Grant - subject to declaration by the Minister for Family and Community Services Provision of the Disaster Relief Payment may be offered, subject to declaration by the Minister for Family and Community Services Financial assistance to people whose normal means of livelihood have been disrupted, whether in short or long term, by an emergency Loan funds towards restoration of dwelling Provide information and financial assistance to affected households Management of public appeals 	<ul style="list-style-type: none"> Dept of Human Services (DHS) 	<ul style="list-style-type: none"> Insurance companies Financial intuitions Charities Public appeals Salvation Army 	
		<ul style="list-style-type: none"> Centrelink 		
		<ul style="list-style-type: none"> RFCV 		
		<ul style="list-style-type: none"> Australian Red Cross (ARC) 		
Municipal Councils	<ul style="list-style-type: none"> Provide financial assistance to relevant Municipal Councils (including government agencies) for emergency protection works and restoration of public assets Specific funding programs 	<ul style="list-style-type: none"> Dept of Treasury & Finance (DTF) 	<ul style="list-style-type: none"> Insurance companies Financial intuitions Public appeals 	
		<ul style="list-style-type: none"> DIIRD 		
Small businesses	<ul style="list-style-type: none"> Loan funds towards restoration of income earning assets; working capital 	<ul style="list-style-type: none"> RFCV 	<ul style="list-style-type: none"> Insurance companies Financial intuitions Public appeals 	

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Recipient	Service Provided	Lead Coordinator	Providers / Agencies	Other Providers
Employees, Small Businesses / Primary Producers	<ul style="list-style-type: none"> Coordinate business recovery initiatives for industry Fund and administer programs for business development and recovery 	<ul style="list-style-type: none"> DIIRD 		
Primary producers and rural land managers	<ul style="list-style-type: none"> Disaster Income Recovery Subsidy to assist employees, small business persons and farmers who have had a loss of income as a direct result of the flooding and severe weather event Administration of specific assistance programs 	<ul style="list-style-type: none"> Dept Primary Industries (DPI) 	<ul style="list-style-type: none"> Insurance companies Financial intuitions Public appeals 	
Community Groups	<ul style="list-style-type: none"> Provide information and financial assistance The provision of a \$15,000 clean up and restoration grants are available for eligible Primary Producers, Businesses and non-profit organisations Low interest loans of up to \$200,000 are also available 	<ul style="list-style-type: none"> RFCV 	<ul style="list-style-type: none"> Insurance companies Financial intuitions Public appeals 	
Deceased Persons	<ul style="list-style-type: none"> Loan funds towards restoration of assets Rural leadership & community events program 	<ul style="list-style-type: none"> DIIRD 		
First Aid / EM Medical Care	<ul style="list-style-type: none"> Financial assistance with the burials for those with insufficient means. State Trustees can assume responsibility for financing and arranging the plot and funeral of deceased persons reported to the coroner, who have assets less than \$1,000 	<ul style="list-style-type: none"> State Trustees 		
Individuals and families and Agency Support	<ul style="list-style-type: none"> Provision of first aid services to other emergency services agencies and the public 	<ul style="list-style-type: none"> St John Ambulance V/c 	<ul style="list-style-type: none"> Australian Red Cross 	
Flood				
Municipal Councils	<ul style="list-style-type: none"> Develop plans and construct works to restore waterways damaged by floods, if they create an 	<ul style="list-style-type: none"> Catchment Management Authority (CMA) 		

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Recipient		Service Provided	Lead Coordinator	Providers / Agencies	Other Providers
Information Services		Immediate danger to CMA works, public and private assets			
		Assist in the assessment of natural disaster relief claims for restoration of flood damage to public assets	<ul style="list-style-type: none"> DSE 		
Individuals and families		Advice on financial assistance, insurance claims, legal advice and referral services		<ul style="list-style-type: none"> Dept of Human Services (DHS) / Municipal Councils Insurance Council of Australia RFCV 	<ul style="list-style-type: none"> DIIRD DPCD Centrelink VCC
		Provision of assistance and advice to those who have been affected by fire, explosion, gas or chemical leak etc		<ul style="list-style-type: none"> CFA 	
Communities		Provide advice, information and assistance to affected persons		<ul style="list-style-type: none"> Dept of Human Services (DHS) Dept of Health (DH) 	<ul style="list-style-type: none"> Dept Primary Industries (DPI)
		Advice on assistance and recovery strategies and community redevelopment programs		<ul style="list-style-type: none"> Dept of Human Services (DHS) Municipal Councils DPCD 	<ul style="list-style-type: none"> DIIRD
Recovery Agencies		Provision of assistance, advice and information		<ul style="list-style-type: none"> CFA 	
Municipal Councils		Advice on safe water, safe food, waste disposal, adequate washing / toilet facilities		<ul style="list-style-type: none"> Dept of Health (DH) 	
		Accommodation Standards		<ul style="list-style-type: none"> Building Commission 	
		Advice on erosion, catchment protection and reforestation Flora, fauna Environmental Issues		<ul style="list-style-type: none"> DSE Parks Victoria (PV) 	
		Advice on disposal of dead / maimed stock		<ul style="list-style-type: none"> Dept Primary Industries (DPI) EPA 	

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Recipient		Service Provided		Providers / Agencies	
				Lead Coordinator	Other Providers
	<ul style="list-style-type: none"> Provide advice, information and assistance Fish and fish habitat 	<ul style="list-style-type: none"> Dept of Human Services (DHS) Dept of Health (DH) DSE 			
Government	<ul style="list-style-type: none"> Provide information to governments and other interested parties and maintain statistics showing the final insured cost of an event Establish contact with governments at all levels and participate on any external committee 	<ul style="list-style-type: none"> Insurance Council of Australia 			
Information Services (continued)					
Primary producers and rural land managers	<ul style="list-style-type: none"> Technical advice on re-establishment or alternative strategies Advice on disposal of dead and maimed stock 	<ul style="list-style-type: none"> Dept Primary Industries (DPI) Dept Primary Industries (DPI) EPA 			
Small businesses	<ul style="list-style-type: none"> Provide advisory and mentoring services on options and support available Coordinate business recovery initiatives for industry 	<ul style="list-style-type: none"> DIIRD 			
All	<ul style="list-style-type: none"> Mapping services / information (Spatial Information Infrastructure) 	<ul style="list-style-type: none"> DSE 			
Insurance					
Individuals / families / Businesses	<ul style="list-style-type: none"> An insurance hotline has been established for consumers who have lost insurance papers or have general inquiries, this hotline is available. 	<ul style="list-style-type: none"> Insurance Council 1300 728 228 (Consumers with claims to lodge should contact their insurer and not this hotline). 			
Interpreting Services					
All	<ul style="list-style-type: none"> Translating & Interpreting Service 	<ul style="list-style-type: none"> Dept of Immigration and Citizenship (DIAC) 			
	<ul style="list-style-type: none"> Material Aid (Clothing, Bedding Etc) 				

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Recipient	Service Provided	Lead Coordinator	Providers / Agencies Other Providers
Individuals and families	<ul style="list-style-type: none"> Material Aid and essential personal and household items; e.g. clothing, bedding etc 	<ul style="list-style-type: none"> Salvation Army 	<ul style="list-style-type: none"> Australian Red Cross (ARC) Single Incident Brotherhood of St Laurence Municipal Councils St Vincent de Paul VicRelief Foodbank
Primary producers Small businesses	<ul style="list-style-type: none"> Fodder, income generating access 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Public appeals Interest groups
Outreach programs			
Individuals, families and communities	<ul style="list-style-type: none"> Outreach programs providing personal support and information Provision of an information service and resources (including REDPlan) Provision of staff with specialist skills to work with disaster affected individuals and communities; e.g. social worker, Indigenous services Officers 	<ul style="list-style-type: none"> Australian Red Cross (ARC) 	<ul style="list-style-type: none"> DHS Centrelink
Outreach programs (continued)			
Recovery Agencies	<ul style="list-style-type: none"> Support outreach activities with trained outreach and visitation workers 	<ul style="list-style-type: none"> VCC 	
Personal Support / Counseling Services			
<ul style="list-style-type: none"> Individuals, families and communities 	<ul style="list-style-type: none"> Provide personal support and pastoral services at emergency recovery centres Provide personal support and other information to people affected by emergencies Conduct services of worship and assist in the organisation of public memorials and gatherings to support the recovery of affected persons 	<ul style="list-style-type: none"> VCC 	
<ul style="list-style-type: none"> Individuals, families and community groups 	<ul style="list-style-type: none"> Coordination provision of Personal Support (Psychological first aid) at incident sites and across 	<ul style="list-style-type: none"> Dept of Human Services (DHS) Municipal Councils 	<ul style="list-style-type: none"> Centrelink Community Health / Mental Health

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Recipient	Service Provided	Lead Coordinator	Providers / Agencies	Other Providers
	the community	<ul style="list-style-type: none"> VCC 	<ul style="list-style-type: none"> DEECD Hospitals Private health providers Australian Red Cross (ARC) Salvation Army Voluntary groups 	
	<ul style="list-style-type: none"> Mental health services and support 			
	<ul style="list-style-type: none"> Support groups 			
	<ul style="list-style-type: none"> Community activities 			
Individual and families	<ul style="list-style-type: none"> To provide support and counselling to the families of deceased persons 	<ul style="list-style-type: none"> VCC 	<ul style="list-style-type: none"> Coroners Court of Victoria Dept of Human Services (DHS) Hope Bereavement Care/ SIDS & Kids Road Trauma Support Team Specialist Bereavement Counselling Service Uniting Church Australia 	
Rebuilding and Utility Restoration				
Individuals, families, community groups	<ul style="list-style-type: none"> Assessment, repair and rebuilding 	<ul style="list-style-type: none"> Municipal Councils 	<ul style="list-style-type: none"> Service clubs Trade Associations SES 	
	<ul style="list-style-type: none"> Essential Household Services: Water Power Telephone Gas Sanitation 	<ul style="list-style-type: none"> Australia Energy Market Operator (page 7-17 EMMV) 	<ul style="list-style-type: none"> Water / sewerage authorities Telstra Powercor Australia Gas distribution companies Dept of Health (DH) 	
	<ul style="list-style-type: none"> Provision of building safety and maintenance 	<ul style="list-style-type: none"> Building Commission 		

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Recipient		Service Provided		Providers / Agencies	
				Lead Coordinator	Other Providers
	Information to affected persons				
Municipal Councils	<ul style="list-style-type: none"> Roads and bridges 		<ul style="list-style-type: none"> VicRoads 		
Public land	<ul style="list-style-type: none"> Clearing, restoration and rehabilitation of roads, bridges and other public assets 		<ul style="list-style-type: none"> Municipal Councils DSE / Parks Victoria (PV) VicRoads 		
Recovery agencies	<ul style="list-style-type: none"> Provision of building maintenance and safety information resources 		<ul style="list-style-type: none"> Building commission 		
Rehabilitation					
Municipal Councils	<ul style="list-style-type: none"> Rehabilitation of disturbance resulting from wildfire suppression when the fire originates on public land Clearing and restoration of roads, bridges and other assets on public land affected by an emergency 		<ul style="list-style-type: none"> DSE VicRoads DSE Parks Victoria (PV) 		<ul style="list-style-type: none"> Parks Victoria (PV)
Resources Recovery Activity					
Recovery Agencies	<ul style="list-style-type: none"> Provide human and other resources for recovery activities where appropriate 		<ul style="list-style-type: none"> SES 		
Stock					
Primary producers	<ul style="list-style-type: none"> Disposal of dead or maimed stock To minimise the risk to public health Municipal Councils are responsible for animal disposal; DPI provides advice, supervision and reimbursement 		<ul style="list-style-type: none"> Dept Primary Industries (DPI) (in conjunction with LGA's) 		
Transportation					
All	<ul style="list-style-type: none"> Coordinate with private owners the provision of alternative transport for the duration of the emergency and restoration of normal services 		<ul style="list-style-type: none"> Dept of Transport (DoT) 		
Volunteer Registrations					

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Recipient	Service Provided	Providers / Agencies	
		Lead Coordinator	Other Providers
Water			
Recovery Agencies	<ul style="list-style-type: none"> • Support the agency tasked with the recovery activities 	<ul style="list-style-type: none"> • Water Authorities 	
Individual and families	<ul style="list-style-type: none"> • Replacement of water taken from private land for use in wildfire suppression • To make an equitable contribution to the landholders' bushfire recovery 	<ul style="list-style-type: none"> • DSE (in liaison with DPI & LGA's) 	

5.27 Agency Recovery Role Statements

Agency recovery role statements are as per Part 7 of the Emergency Management Manual Victoria.

Australian Energy Market Operator

- Coordinate restoration of gas and electricity supply as expeditiously as practical.

Australian Maritime Safety Authority

- Consolidate, or assist in the consolidation and recovery of, costs incurred in spill response activities.
- Identify AMSA response personnel affected by emergencies and arrange the provision of appropriate assistance and advice.

Australian Red Cross – Victoria

- Outreach programs providing personal support.
- Outreach programs providing practical assistance and information.
- Provision of an information service and resources (including REDiPlan) to individuals and communities.
- Management of public appeals.
- Community support activities.
- Single Incident Response, First Aid

Building Commission

- Provide building maintenance and safety information resources to recovery agencies.
- Provide building safety and maintenance information to affected persons.

Catchment Management Authorities

- Assist with the development of regional plans for flood recovery.
- Prioritise, develop plans and construct works to restore waterways damaged by floods if they create an immediate danger to CMA works, public and private assets.

Centrelink

- Provide financial assistance to people whose normal means of livelihood have been disrupted, whether in the short or long term, by the emergency. In most emergency situations, Special Benefit is the appropriate payment to meet the immediate financial needs of people. Payment of the Disaster Relief Payment may be offered, subject to declaration by the Minister for Family and Community Services.
- Provides information to disaster affected individuals and communities on Centrelink services.
- Provides information on Centrelink services to members of the State Community Recovery Committee.
- Contributes information to the State Community Recovery Committee on the scale and impact of the disaster on individuals and Victorian communities.
- Participates in the operation of Community Recovery Centres.
- Participates in Outreach Services Teams.
- Administers financial entitlements including Australian Government Disaster Recovery Payment, Special Benefit, and Crisis Payment and other payments as appropriate to individual circumstances.
- As appropriate, have staff available with specialist skills to work with disaster affected individuals and communities. For example Social Workers, Indigenous Service Officers.
- Assist State/Territory welfare authorities in providing counselling services to affected communities, families and individuals.

- Participates in the provision of reception services at International Airports.

Coroners Court of Victoria

- To identify deceased persons and determine the cause and circumstances of their death.
- To return deceased persons to their families to enable funerals to take place.
- To provide support and counselling to the families of deceased persons.

Country Fire Authority

- Provision of assistance and advice to individuals, families and communities who have been affected by fire or other incidents.
- Provide assistance, advice and information to other agencies responsible for, or involved in recovery activities.

Department of Education and Early Childhood Development

- Provision of specialist support services to students, including trauma counselling.
- Provision of specialist services to staff, including trauma counselling.
- Provision of emergency recovery advice and assistance to non-government schools.

Department of Health

- Work with DHS in the Coordination of recovery planning and management at state and regional levels, including State/Commonwealth departments, local government, non-government organisations and agencies.
- Provide advice, information and assistance to affected individuals, communities, funded agencies and Municipal Councils.

Department of Human Services

- Coordinate recovery planning and management at state and regional levels.
- Coordinate all aspects of recovery, including State/Commonwealth departments, local government, non-government organisations and agencies.
- The Department of Human Services coordinates the recovery activities across the following four areas:
 - ✓ The social, health and community effects
 - ✓ The economic effects
 - ✓ The effects on the natural environment
 - ✓ The effects on the built environment.
- Coordinate provision of personal support (psychological first aid) at incident sites and across the community.
- Provide community information and facilitate community redevelopment programs.
- Support Councils and community recovery committees in recovery planning and managing recovery activities.
- Provide advice, information and assistance to affected individuals, communities, funded agencies and Municipal Councils.

Department of Innovation, Industry & Regional Development

- Provide advisory and mentoring services to small business.
- Coordinate business recovery initiatives for industry.
- Fund and administer programs for community and business development and recovery.

Department of Premier and Cabinet

- Advise the Premier on security and emergency management issues including the designation of emergencies to enable the Department of Human Services to make personal hardship grants available.
- Chair the Central Government Response Committee
- Provide coordination for whole of government emergency management issues.

- Provide secretariat support for the Security and Emergencies Committee of Cabinet and the Central Government Response Committee.
- Activate and manage the State Crisis Centre to support government during an extreme event.

Department of Primary Industries

- Assess losses of agricultural assets and livestock, and needs of affected persons and communities.
- Advise individuals, communities and governments agencies on re-establishment of rural enterprises or alternative strategies for economic recovery.
- Administer specific relief subsidies.
- Advise Councils on disposal of dead or injured stock (Animal welfare operations, including disposal of injured stock, begins as part of emergency response).
- Deliver recovery projects identified by government to support the short and medium term recovery of individuals, communities and industries.
- Assess injured stock and provide advice on options : humane destruction, emergency slaughter or treatment.
- Where feasible assist with humane destruction of burnt livestock.
- Advise distribution bodies (e.g. VFF) on needs for donated fodder.
- Develop and deliver recovery projects to support the short and medium term recovery of individuals, communities and industries (e.g. on-farm, business and community support activities).

Department of Sustainability and Environment

- Rehabilitation of disturbance resulting from fire fighting operations on public land.
- Clearing and restoration of roads, bridges and other assets on public land affected by an emergency.
- Assist in the assessment of natural disaster relief claims for restoration of flood damage to public assets.
- Rehabilitation of wildlife affected by an emergency.
- Advice to community on rehabilitation of flora and fauna.
- Clearing and restoration of roads, bridges and other assets on public land affected by an emergency.
- Provide advice to response agencies regarding the impact of an emergency, other than marine pollution, on flora and fauna.

Department of Transport

- Support whole-of-government disaster recovery activities.
- Coordinate with the private owners the provision of alternative transport for the duration of the emergency and restoration of normal services.

Department of Treasury and Finance

- Provide advice to the Treasurer on financial matters associated with recovery from emergencies.
- Administer the Commonwealth Natural Disaster Relief and Recovery Arrangements in accordance with the Commonwealth Natural Disaster Relief and Recovery.
- Arrangements and in line with the Victorian guidelines, provide financial assistance to relevant Government agencies and to Municipal Councils, for emergency protection works and restoration of Municipal assets.

Emergency Services Telecommunications Authority

- Provide support to other agencies, where appropriate, for recovery activities involving communication services.

Environment Protection Authority

- Assessing environmental impacts of emergencies.

- Ensuring that appropriate disposal methods are adopted.
- Advising affected persons on the properties and environmental impacts of hazardous materials.
- Implementing the Community Environmental Trauma Protocol when required.

Insurance Council of Australia Ltd

- Following a disaster, the Insurance Council of Australia (ICA) will:
- Coordinate the insurance industry response to the disaster.
- Provide a single point of contact to assist policy holders affected by the disaster, which may:
- Provide information on how to lodge a claim.
- Provide general assistance and advice to those with possible insurance claims.
- Help policyholders to identify their insurance company if they have not already done so.
- On behalf of the insurance industry, establish contact with government at all levels and participate on any external committee.
- Provide information to insurers, governments, the media and other interested parties and maintain statistics showing the final insured cost of the event.
- Assist the insurance industry to respond to claims in an efficient, fair and timely manner through the coordination of insurers, adjusters and intermediaries as appropriate.

Life Saving Victoria

- Provision of emergency evacuation centres at the lifesaving club clubrooms

Parks Victoria

- Recovery and rehabilitation of natural values, cultural values, tourism and visitor assets affected by an emergency on parks, reserves, rivers, waterways and local ports managed by Parks Victoria in collaboration with Department of Sustainability and Environment (DSE) and the Department of Human Services (DHS).
- Cleanup following oil or chemical pollution incidents on parks, reserves, rivers, waterways and local ports managed by Parks Victoria, in liaison with Marine Safety Victoria (MSV), or their agents, and the Environment Protection Authority (EPA).
- Cleanup of fish kill incidents for rivers, waterways and local ports managed by Parks Victoria in collaboration with EPA and DSE.
- Parks Victoria may assist at the request of DSE or DHS in the recovery and rehabilitation of natural values, cultural values, tourism and visitor assets affected by an emergency on public land in Victoria.

Rural Finance Corporation of Victoria

- Provide information and financial assistance to affected farmers, small business owners, householders and non-profit organisations.

Salvation Army - Victorian Emergency Services

- Provision of financial assistance, catering, personal support, food, material aid and/or temporary accommodation as available.

St John Ambulance Australia (Vic)

- Support agency for the provision of first aid services to other emergency service agencies and public.

Telstra Corporation Limited

- Provide products and solutions with the ability to communicate effectively with emergency response teams, groups of volunteers, media and the whole community.
- Ensure supporting emergency communications facilities are provided to response agencies and the community.

VicRelief Foodbank Ltd

- Provision of food for use by response and recovery agencies.
- Provision of mattresses and blankets.

VicRoads

- Restoration of VicRoads roads and bridges.
- Assist Municipal Councils with the restoration of their roads and bridges.
- Central contact point for the acquisition and use by others of transport and engineering expertise.
- Provide road closure and condition information to the public.

Victorian Council of Churches

- Provide personal support and pastoral services at emergency recovery centres.
- Support outreach activities with trained outreach and visitation workers.
- Provide personal support and other information to people and communities affected by emergencies.
- Conduct services of worship and assist in the organisation of public memorials and gatherings to support the recovery of affected communities.
- Provide Community Chaplains for early psychological first aid interventions.
- Act as the coordinating agency for the chaplaincy network.
- Provide an advisory and training resource for community recovery and development.

Victoria State Emergency Service

- Assist in the transition from emergency relief coordination to recovery coordination.*
- Provide human and other resources for recovery activities where appropriate.
- Note: *The Victoria State Emergency Service (VICSES) is working in partnership with the Department of Human Services (DHS) to develop transition arrangements for emergency relief coordination to move from VICSES to DHS in 2010.

Water Authorities

- Support the agency tasked with recovery activities.

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Municipal Emergency Management Plan PART 6 – SUPPORT AND ANCILLARY ARRANGEMENTS

PART 6 – SUPPORT AND ANCILLARY ARRANGEMENTS

6.1 Introduction

The under mentioned list of support tasks indicates the functional service agency and relevant support agencies. This list is neither exhaustive nor exclusive as many agencies, including control agencies may have a support role, and a functional service role, dependent on the nature of the emergency. In the event that local resources cannot be provided to meet support tasks needed, the request should be passed onto the Regional Emergency Response Coordinator via the Municipal Emergency Response Coordinator.

Table 7: Support and Ancillary Arrangements

Support Task	Primary Agency	Secondary Agency
Animal Welfare	DPI	RSPCA, DSE
Catering	Red Cross	Salvation Army
Commonwealth resources	Victoria Police	ADF, EMA
Communications	Victoria Police	ESTA, Telstra, WICEN
Deceased persons: identification	Victoria Police	CCoV
Detection of Emergency Locator Transmitters	AMSA	Air services Australia
Emergency call taking and dispatch	ESTA	Telstra
Emergency medical care and/or transport	AV	MFESB, ARFF, ESTA, Others as per SHERP (DHS)
Emergency Relief Centres or shelters	Municipal Councils	VICSES
Environmental impact assessment	EPA	DSE, PV
Evacuation	Control Agency, Victoria Police	VICSES, Municipal Councils
First Aid	AV	St. John Ambulance, LSV, Red Cross, Others as per SHERP
Food	Vic Relief Foodbank	
Food supply manufacturing and logistics	DPI	DIIRD
Material Aid	Salvation Army	Vic Relief Foodbank (mattresses & blankets)
Media relations	Control Agency	Victoria Police
Produce (food) contamination by chemicals of security concern	DPI	
Psychological First Aid	DHS	VCC, Others as per DHS arrangements
Public warnings	Control Agency, Victoria Police	BOM, Municipal Councils
Registration and inquiries	Victoria Police	Red Cross
Relocation	Control Agency	Victoria Police, VICSES, Municipal Councils
Rural loss and damage assessment	DPI	

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Transport, engineering and services support	VicRoads	Others as per TESS Plan
Weather information and forecasting	BOM	
Work place / work related investigations and technical support	Worksafe	

Source – EMMV Part 6

6.2 Resource Supplementation

The meaning of resources under these arrangements includes but is not limited to:

- Equipment - (e.g. Plant, vehicles).
- Personnel – (e.g. Agency support and industry technicians).
- Services – (e.g. Phone lines, expert technical advice).

A resource is essentially any function or item which a responding agency requires to perform its response roles.

An agency may have arrangements in place to access a wide range of resources through:

- Its own agency arrangements.
- Support agencies.
- Mutual Aid agreements (including memorandum of understanding)
- Contract or supply arrangements with private industry.

A four tiered framework (Municipal, Regional, State and Commonwealth) exists for implementing response to emergencies. Response arrangements are designed to assess an emergency, and to provide for the graduated marshalling and utilisation of the resources required to respond to an emergency in accordance with the emergency response plan and the plans of participating agencies. At the Municipal level, resources owned or under the control of the Colac Otway Shire Council are used to supplement those of the control and support agencies. As the effects of the emergency escalate, or the resource requirements outstrip what is available locally, Regional, State and Commonwealth resources may be activated.

At Regional level, the interagency response management structure involves the co-ordination of resources to support operations which cannot be resourced locally, or which extend over more than one Municipal district. The highest level of operational co-ordination and support takes place at State level. It is at this level that resource support from other States and/or the Commonwealth is assessed and requested.

Where an agency requires resources beyond its own capacity to satisfactorily complete a task, it should request assistance as appropriate:

- If at local level, from the MERC.
- If the request cannot be satisfied at the local level, then via the MERC to the Regional Emergency Response Co-ordinator.
- If the request cannot be satisfied at the Regional level, then to the State Emergency Response Co-ordinator or delegate, who will advise the requesting agency of possible suppliers.

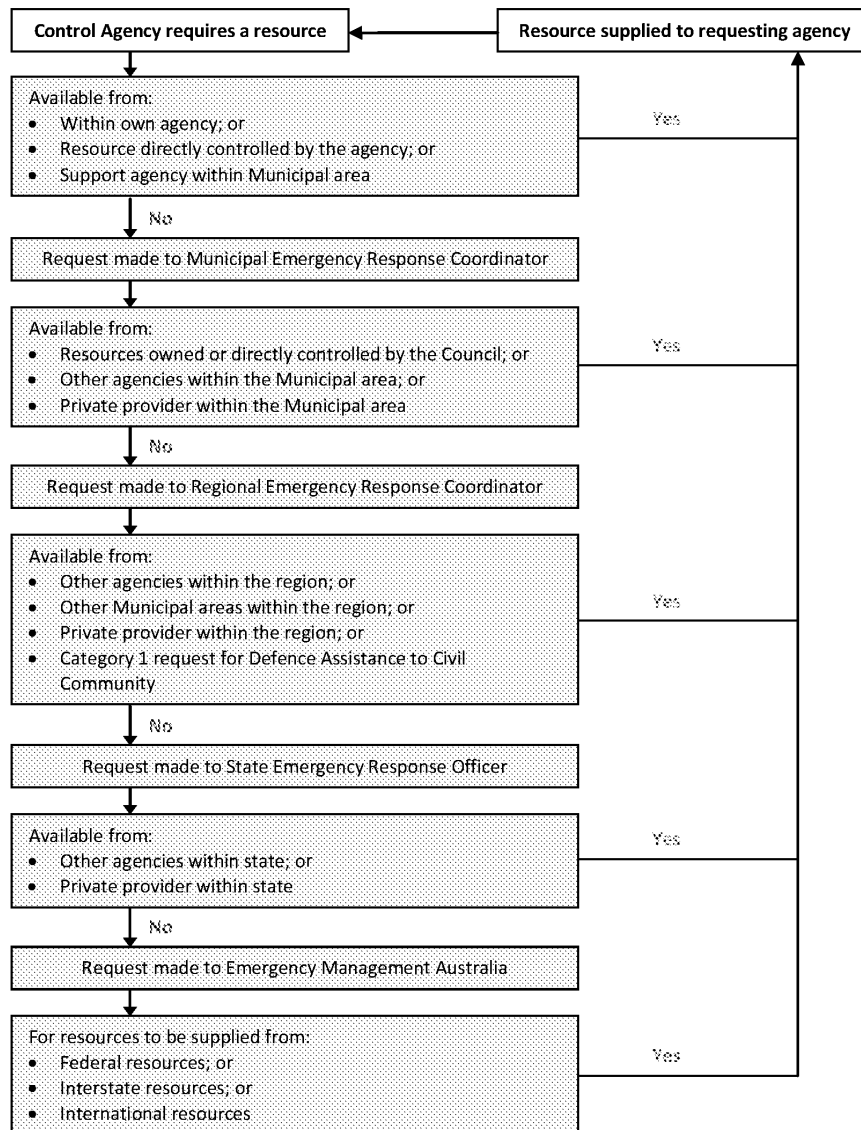
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- If the request cannot be satisfied from resources within Victoria, it will be referred to the State Emergency Response Co-ordinator or delegate to seek Interstate or Commonwealth assistance.

In all instances, the requesting agency should make appropriate arrangements for delivery, and whichever agency request the resource will be responsible for all costs incurred. Requests for resources should be provided in hard copy and include the name and position of the person requesting the resources and comprehensive details of the tasks to be undertaken.

For detailed information in relation to resource supplementation see practice note – *Sourcing Supplementary Emergency Response Resources from Municipal Councils* (available on the OESC website – www.oesc.vic.gov.au under publications).

Figure 15: Flow Chart for Resource Supplementation



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6.3 Relocation / Evacuation Coordination

6.3.1 Relocation

The term relocation refers to a decision to leave a potentially affected area prior to the onset of an emergency. In most instances this will involve a decision made by each affected person or household, acting on the advice of the control agency.

The control agency will provide advice about relocation to the affected or potentially affected community when intelligence suggests that there is a risk to an individual or community from the impact from a potential emergency.

In most emergency situations in Victoria, a person cannot be forced to leave a property if they have a pecuniary interest in the property, or any goods thereon.

Therefore, whenever possible, potentially affected communities should be advised regarding relocation to another safe location, prior to the onset of the impact of the emergency. The final decision, after consideration of the advice from the control agency, as to whether to relocate or not is made by the affected people themselves.

In most circumstances, persons choosing to relocate will stay with family or friends; however they may require assistance from response, recovery, and relief agencies as appropriate.

Prior to recommending that people relocate, the control agency should give consideration to the consequences of undertaking the five-stage relocation/evacuation process.

6.3.2 Evacuation

“The decision to evacuate is made by the person who leaves the dangerous area. The role of the response agencies is to recommend evacuation and to assist affected people through a safe and efficient evacuation process” – EMMV Part 3.

Evacuation is a safety strategy requiring the planned relocation of people from a dangerous or potentially dangerous area to a safer area and eventual return. The decision to recommend that people evacuate rests with the Control Agency in conjunction with Police and other expert advice. Once the decision has been made, Police are responsible for carrying out the evacuation process.

Consideration must be given:

- to the area which is to be evacuated;
- the number of evacuees;
- methods of alerting the “at risk” community;
- resources required;
- the time frame available;
- the route to be followed;
- the means of transport;
- the location to which evacuees will be asked to attend;
- cultural diversity of those to be evacuated; and
- requirements of special needs groups.

Once the decision to evacuate has been made, the Colac Otway Shire MERO and MRM should be contacted. Colac Otway Shire will provide advice regarding the most suitable ERC’s, and other

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resources that may be required e.g. public health, emergency relief considerations or requirements and special needs groups. Assistance in an evacuation may be provided by the following agencies:

- Victoria State Emergency Service
- Country Fire Authority
- Colac Otway Shire
- Area Medical Coordinator

6.4 Financial Considerations

Accounts and financial commitments made during the response phase are the responsibility of the MERO through the MEMP arrangements. Payment for goods and services used in the recovery process is the responsibility of the MRM through the MEMP arrangements. Financial accounting for Municipal resources utilised in emergencies must be authorised by the MERO or the MRM, and be in accordance with the normal financial arrangements of Colac Otway Shire Council.

Colac Otway Shire Council is accountable for any monies donated as a result of an emergency event, and will implement systems to receive and account for all such donations.

Control Agencies are responsible for all costs involved in that Agency responding to an emergency. In all instances, the requesting agency should make appropriate arrangements for delivery and whichever agency requests the resources will be responsible for all costs incurred.

Requests for resources should be provided in hard copy and include the name and position of the person requesting the resources and comprehensive details of the task to be completed.

6.4.1 Voluntary Agencies

Agencies are called upon to provide resources within the limit of their means.

6.4.2 Municipal Councils

Councils are expected to use their own labour and equipment in an emergency situation within the Municipal district. Where equipment and/or personnel are sourced from contractors, the Municipal Council is responsible for paying contractors.

Extraordinary expenditure incurred, (e.g. for overtime, or equipment hire used in emergency protection works, or restoration of publicly owned assets) may qualify for reimbursement by the Department of Treasury and Finance (according to a sharing formula), from the Natural Disaster Relief Trust Account. (Refer EMMV Part 8 Appendix 1).

6.4.3 State Agencies

State agencies involved in emergency response and recovery activities, as part of their normal activities will initially fund them from within their budgets, including supplies (e.g. catering) purchased from contractors or volunteer agencies. For major emergencies some funding supplementation may be required. This would be the subject of a government decision at the time, in the context of the agency's budget position.

6.4.4 Private Organisations

Private organisations meet their own expenses incurred in emergency activities.

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6.5 Communications

The Emergency Management Manual Victoria identifies Victoria Police as the Agency responsible for communications, to identify and coordinate all available alternative communications providers for activation when required.

All Agencies having a role in this Plan are responsible for the provision of their own communications systems during emergencies. Any agency not possessing a communications network but requiring communications during an emergency will put their request to the Municipal Emergency Response Coordinator who will arrange for the request to be actioned.

6.5.1 Telephone Communications

The Telstra network will be the initial and primary means of communication, when available, during emergencies. It should be utilised to capacity where possible. Municipal Emergency Coordination Centres, Emergency Relief Centres and Staging Areas have all been identified due to the fact that these venues already have this means of communication already in place.

Additional telephones can be provided by Telstra, upon request from the Control Agency Incident Controller. All costs, related to such installations, are the responsibility of the requesting Organisation.

6.5.2 Communications Resources

The following organisations have communications facilities and resources which may be available in an emergency:

- Telstra
- Department Sustainability & Environment
- Victoria Police
- CFA

Contact details for these organisations can be found in Appendix 2.

6.6 Environmental Health

The Environmental Health Officer is responsible for all public health matters in the Municipality.

The responsibilities of the Environmental Health Officer in emergencies include:

- advice on water supply;
- ensuring hygienic food handling - safe production, storage and distribution;
- supply of sanitary and hygienic accommodation when required;
- refuse removal;
- pest control;
- control of infectious diseases (immunisation); and
- disposal of dead animals.

6.6.1 Feed and Water for Animals

Department of Primary Industries and Victorian Farmers Federation are responsible for gathering and distributing emergency fodder supplies to reduce the change of starving livestock after an emergency. Provision of fodder for animals after an emergency is an essential emergency relief function, because existing sources may have been destroyed in the incident.

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Supplies of water may also be required for livestock after an emergency, Department of Primary Industries will be able to provide advice to Municipal Councils about urgent needs for emergency water supplies for further information you can contact www.dhs.vic.gov.au/emergency.

6.6.2 Companion animals, Livestock and Wildlife

Population evacuations invariably involve companion animals, wildlife and livestock so emergency relief agencies will likely require provisions for:

- extensive, secure and functional holding facilities
- catching, handling and confining animals
- feed and water, housing and accommodation
- veterinary treatment for injuries and illness
- identifying and contacting owners
- animals requiring specialist attention (such as horses and wildlife)

6.7 Emergency Accommodation

Accommodation may be provided to households and individuals displaced by an emergency event in hotels, motels, caravan parks houses and flats or similar. The timeframe usually ranges from days to weeks. In some case emergency accommodation may transition into interim accommodation.

Emergency accommodation is organised through MEMPlans and usually provided by community, business or government organisations, although people often find their own accommodation with family or friends.

6.7.1 Interim Accommodation

Interim accommodation is provided to households and individuals whose primary place of residence is destroyed or damaged by an emergency event. Interim accommodation can be in a house, flat, caravan or similar and can continue for extended periods of weeks, months or longer prior to permanent housing. In some cases interim accommodation may transition into permanent housing. Interim accommodation is organised through the Department of Human Services Housing Emergency Management Policy and Procedures plan. Interim accommodation can also be provided by friends, family, community, business or government organisations.

6.7.2 Permanent Housing

Permanent housing includes the range of normal housing options available to individuals and households. These include owner-occupied homes, renting, public housing or equivalent. Options for specific households and individuals may differ to the pre-emergency state.

6.8 Health and Medical

The Environmental Health Coordinator has been delegated the responsibility for health and medical matters.

Municipal Health and Medical arrangements will be considered in conjunction with the Barwon-South Western Regional Health Emergency Management Plan and the Victoria State Public Health Emergency Management Plan (SHERP).

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The aim of these arrangements is to identify the Health and Medical facilities available within the Colac Otway Shire and identify the arrangements for activation. Due to the dual nature of these arrangements, it will be divided into two components; each being addressed accordingly. These components will be Health and Medical.

6.8.1 Health

The Environmental Health Manager is responsible for all public health matters in the Municipality, and will activate the Environmental Health Support Plan in consultation with the MRM. All actions must be in accordance with the Victoria State Public Health Emergency Management Plan.

The Public Health & Wellbeing Plan can be activated autonomously in line with the Victoria State Public Health Emergency Management Plan where there are actual or possible significant public health consequences, (but no immediate casualties such as in a major emergency) which may impact upon the health and well being of members of the local or regional community. Incidents of this type include contaminated food, water, infectious disease etc.

The responsibilities of the Environmental Health Manager in emergencies include:

- advice on water supply and sewerage disposal;
- ensuring hygienic food handling - safe production, storage and distribution;
- supply of sanitary and hygienic accommodation when required;
- refuse removal;
- pest control;
- control of infectious diseases;
- disposal of dead animals; and
- ensuring the sanitary condition and standard of material relief is appropriate.

In the absence of the Environmental Health Manager, his/her deputy will take over the role.

6.8.2 Medical

Implementation of the medical arrangements will be automatic where people are injured or require medical assistance. This automatic response will be by Ambulance Victoria and hospitals within the Municipality. All responses must comply with the arrangements in the Emergency Management Plan and the State Public Health Plan (SHERP).

Ambulance Victoria will be responsible for contacting additional First Aid support when required (e.g. St. John Ambulance and Red Cross)

6.8.3 Management of Medical Response

Medical response management at an emergency scene will be carried out by the most senior medical officer present. This could be any of the following:

- the senior Ambulance Officer present;
- a member of a Medical Team; or
- the Area Medical Coordinator.

The role of the Medical Commander at the scene of an emergency is to:

- arrange resources required;
- provide triage, (prioritise patients for treatment) ;
- co-ordinate transport of patients; and

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- determine destination of patients.

The Colac Otway Shire has two hospitals; Colac Area Health in Colac and Otway Health & Community Services in Apollo Bay. These are the two main medical facilities able to cope with a number of casualties. Larger numbers of casualties and more serious injuries will be transported by road or air to other hospitals in Geelong.

6.9 Provision of Volunteer Assistance

Many community organisations will have resources that can be of use in an emergency. It is the responsibility of the Municipality to provide the management system to co-ordinate offers of assistance from these organisations. Contact details of organisations able to assist will be maintained by the Municipality.

6.9.1 Compensation for Volunteer Emergency Workers

The Municipality shall record the details of any persons that provide 'casual' volunteer assistance.

6.9.2 Volunteer Compensation Arrangements

The Act makes provision for compensation, under normal WorkCover arrangements, for volunteer emergency workers who suffer personal injury or death while engaging in, training for, standing by to perform, or travelling to or from, duties performed for agencies under the response plan or the recovery plan.

Volunteers covered are those who are members of voluntary organizations which do not have statutory compensation schemes, and cover also applies to those people who, on a casual basis, assist an agency under the response plan or the recovery plan to deal with an emergency. Compensation for loss of or damage to property is also provided for.

A detailed statement on the voluntary emergency workers' compensation scheme is available from:
Fire and Emergency Services Division, Department of Justice
GPO Box 4356QQ, MELBOURNE VIC 3001

6.9.3 Offence of Obstruction, and Legal Immunity for Volunteers

The Act creates the offence of obstructing an emergency worker (s.36), and also gives volunteer emergency workers (the same group entitled to the compensation provisions) legal immunity in cases of loss or injury sustained by others, except in cases of their wilful default or negligence (s. 37).

6.10 Transport and Engineering

The Municipal Emergency Resource Officer of the Colac Otway Shire has been delegated the responsibility for transport and engineering matters.

6.10.1 Aim

The purpose of these arrangements is to identify available transport and engineering resources within the Municipality. This will include specialist and technical advice and deployment of those resources.

6.10.2 Requesting Procedure

All requests for transport and engineering resources should be directed to the Municipal Emergency Response Co-ordinator, who will request them through the MERO.

Municipal resources should be used in the first instance, prior to engaging private contractors.

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6.10.3 Management of Resources

Responsibility for the management of resources shall rest with the MERO.

The MERO is responsible for maintaining the resource database and contact details, see Appendix 6 - Emergency Response Resources.

6.11 Rapid Impact Assessment (RIA)

A Rapid Impact Assessment (RIA) is an initial appraisal of the extent of damage and disruption to the community and its infrastructure resulting from the emergency or disaster.

The Rapid Impact Assessment framework assists agencies providing recovery services to affected communities during the initial stages of an emergency.

Data about the impact of an emergency is gathered and verified during the first 48 hours of an emergency. This data includes information on people, residential property, environment and community infrastructure affected by the emergency event.

Rapid Impact Assessment provides a standard process for collecting, collating, analysing and distributing information for all agencies involved with emergency response and recovery.

Activation of RIA can be by control agencies when the size and scale of the emergency requires additional resources for assessment of impact of an emergency response and recovery.

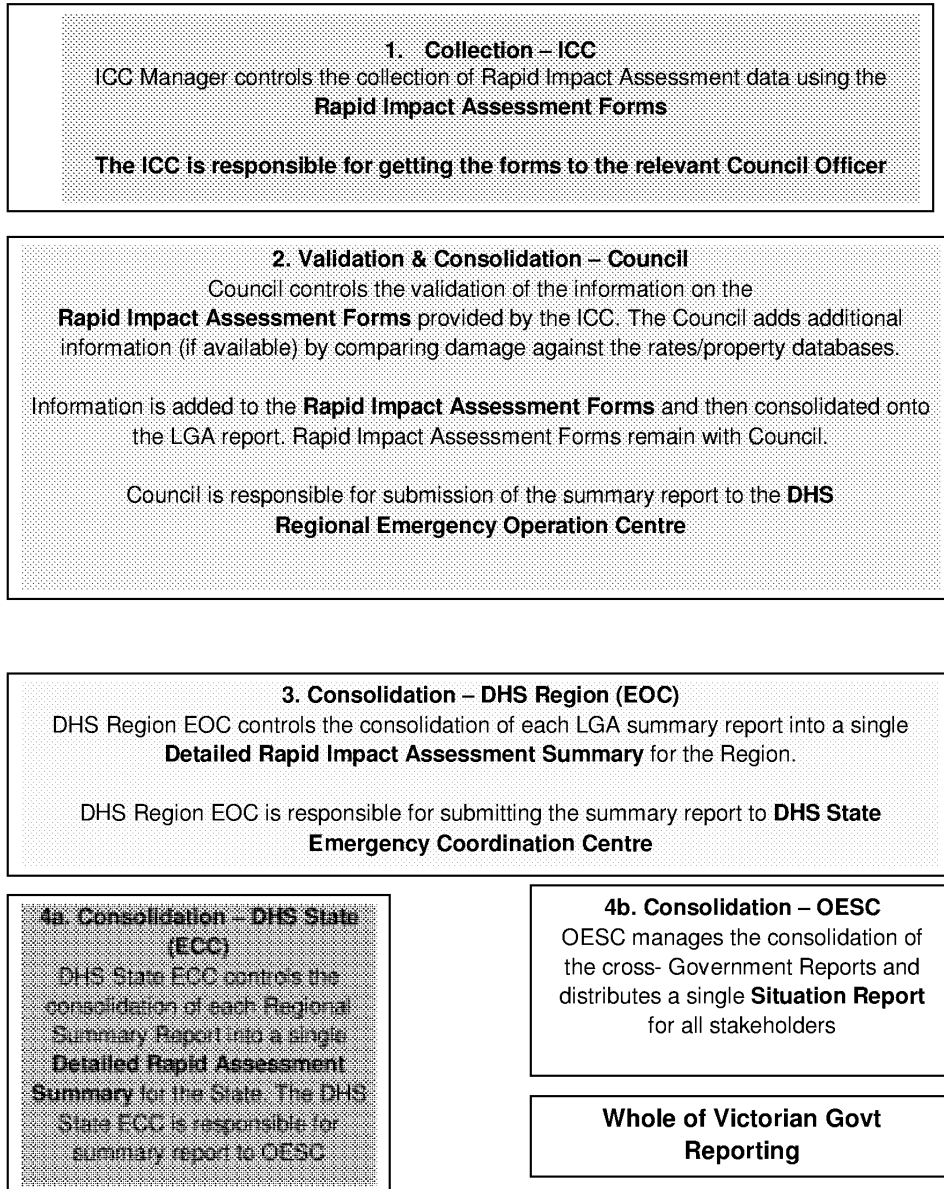
The Incident Controller can request this through the OESC Duty Officer. A Rapid Impact Assessment Coordinator will be deployed to the location specified by the Incident Management Team.

This information is provided to the Municipality. The RIA data will provide input information for a more detailed analysis of loss and damage and the impact on the effected community that will make up the Post Impact Assessment.

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6.11.1 Rapid Impact Assessment Process

Figure 16: Rapid Impact Assessment Process



6.11.2 Post Impact Assessment

A Post Impact Assessment (PIA) is an appraisal of the extent of damage, disruption and breakdown to the community and its infrastructure as a result of the emergency.

A PIA should be carried out at the earliest possible opportunity, either during or following the emergency that has created the damage. To facilitate this process a Post Impact Assessment Group should be established to carry out the following tasks.

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- convene to determine requirements and actions;
- survey the extent of damage and document financial and material aid needed;
- identify priorities for restoration of community needs to assist agencies in the performance of their functions; and
- monitor the acquisition and application of financial and material aid, needed or made available in the restoration period.

The Emergency Management Group, in conjunction with the PIA Group, may co-opt persons within the community with the appropriate expertise to assist with the above tasks.

6.11.3 Loss and Damage Coordination

Should the emergency extend beyond the boundaries of the Colac Otway Shire, the PIA may be merged with that of the other affected Municipality(s).

Table 8: Loss and Damage Coordination

Loss and Damage Coordination	Impact Area
Council	Where the impact is within an Urban or Industrial area
Department of Primary Industry	Where the impact is upon rural and farming enterprises
Department of Sustainability & Environment	Where the impact is upon public land
Support Agencies	Task
Department of Human Services	Reports on the loss of primary residence
State Emergency Service	Control Agency for flood, unique position to also provide report of any loss and damage in the effected area
Country Fire Authority	Due to the nature of the work carried out during the incident would be well placed to report on Loss and Damage Assessment
Other Agencies/Organisations	As determined by the nature of the emergency

6.12 Responsibilities according to the Act

The EMMV lists several agencies with responsibilities for the conduct of Loss and Damage assessment.

Specific agency responsibilities are listed as follows:

- DPI – Assess losses of agricultural and livestock, and the needs of affected persons and communities.
- Municipal Council – Post impact assessment – gathering information.
- DHS – Coordinating personal support services and material aid.
- DHS – Providing advice, information and assistance to affected individuals, communities and Municipal Councils.

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6.12.1 Coordination

For small scale events the responsibility for the coordination of Loss and Damage assessment should be undertaken as agreed with the Control Agency. During a large scale event, agreed arrangements and boundaries need to be determined by all agencies involved. Such arrangements should be determined and planned from within the MECC, lines of communication will also take place from within the ICC.

6.12.2 Triggers

Agencies with a coordination role (see above table) agree to provide liaison officer representation at the MECC as soon as any properties are impacted, or likely to be impacted by an event.

Should this situation occur, and the MECC has been opened, the Municipal Emergency Response Coordinator (MERC) will notify the relevant Agencies Emergency Management Coordinator, in the first instance, of the need to provide liaison officer representation.

6.13 Mutual Aid Arrangements

Colac Otway Shire is a signatory to the Municipal Association of Victoria (MAV) Protocol for Inter-Council Emergency Management Resource Sharing.

6.14 Donation Coordination

This support service, i.e. the supply of essential personal and household will be coordinated by the Municipal Recovery Manager.

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Municipal Emergency Management Plan

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PART 7 – RELATED AND SUPPORTING PLANS

7.1 Colac Otway Shire Municipal Fire Prevention Plan

The Municipal Emergency Management Coordinator is responsible for the maintenance of this plan. The plan is amended annually. A copy of this plan can be viewed on Councils website at www.colacotway.vic.gov.au

7.2 Colac Otway Shire Municipal Fire Management Plan

The Municipal Fire Management Planning Committee produced the plan. The committee comprises representatives from Colac Otway Shire Council, the Country Fire Authority, the Department of Sustainability and Environment, Parks Victoria, Victoria Police and VicRoads. “

The Plan is a sub-plan of the Shire’s Municipal Emergency Management Plan and reflects the State Government’s direction to increase integration of fire management planning between agencies and the Community.

7.2.1 Colac Otway Shire Neighbourhood Safer Places Plan

This Plan is a neighbourhood safer places plan for the purposes of the legislation, and contains guidelines, which have been developed by the Municipal Association of Victoria (MAV) to assist the Council in relation to:

- the identification, suitability and designation of places as neighbourhood safer places (NSPs)
- the inspection, maintenance and decommissioning of designated NSPs within its Municipal district. A copy of this plan can be viewed on Councils website at www.colacotway.vic.gov.au

7.2.2 Township Protection Plans

Township Protection Plans have been developed by CFA in consultation local CFA brigades, community representatives and the Colac Otway Municipal Emergency Management Planning Committee (MEMPC) and Municipal Fire Management Planning Committee (MFMPCC).

Township Protection Plans have been developed for the thirteen townships/localities within the Colac Otway Shire.

The thirteen townships /localities are:

- Apollo Bay
- Barongarook
- Barwon Downs
- Beech Forest
- Gellibrand
- Kennett River
- Kwarren
- Carlisle River
- Lavers Hill
- Forrest
- Marengo
- Skenes Creek
- Wye River Complex (encompassing Wye River, Separation Creek)

Each Township Protection Plan provides a planned response to a bushfire within, or in close proximity to the identified township that has the potential to impact on the local community. Each plan

provides predetermined actions that will enable quick and informed decision made by both the community and emergency services.

Township Protection Plans can be viewed on the CFA website at www.cfa.vic.gov.au

7.3 MECC Operations Plan

This Plan details the procedure for the opening, setting up and running of the Municipal Emergency Coordination Centre.

7.4 Birregurra Sub Flood Plan

The Birregurra Flood Sub-Plan has been developed for the upper region of the Barwon River between the West Barwon Dam and the shire boundary with Surf Coast Shire. A copy of the Birregurra Flood Sub-plan can be obtained by contacting Councils Municipal Emergency Management Coordinator on (03) 5232 9400.

7.5 Safety and Environment Management Plan – Port of Apollo Bay

The SEMP is an integrated system for managing and improving environmental and safety performance at the Port of Apollo Bay and to promote best practice safety and environment risk management across all aspects of port activities.

The Manager Major Projects is responsible for the maintenance and amendment of this plan. The plan is amended annually. Copies are available on the Colac Otway Shire Web site and can be made available in hard copy through a request to the Manager Major Contracts. Copies are held by:

Team Leader Apollo Bay Harbour
Manager Major Projects

7.6 Evacuation Plans

Special plans addressing the issues of evacuation have been developed for the following hospitals, schools and industrial sites within the Municipality.

Copies are held as detailed for each plan below.

7.6.1 Schools:

School Principals are responsible for the maintenance and amendment of this plan. The plan is amended annually. Copies are held by:

Schools
Police Stations
Department of Education and Training, Geelong.

7.6.2 Hospitals:

Chief Executive Officer of Colac Area Health and Otway Health & Community Services are responsible for the maintenance and amendment of these plans. The plans are amended annually. Copies are held by:

Colac Area Health
Police Station
Fire Brigades

7.7 Other Special Plans

Other specific special plans have been developed to address those hazards which have been identified by the MEMPC. The details of those plans and copyholders are as follows:

7.7.1 School Bus Routes:

School Bus Co-ordinator is responsible for the maintenance and amendment of this plan. The plan is amended annually. Copies are held by:

Schools

Department of Education and Training, Geelong

Victoria Police

7.7.2 Blue Green Algae Plan

Chief Executive Officer Barwon Water is responsible for the maintenance and amendment of this plan and copies are held by the Manager Health and Community Services, Colac Otway Shire.

Draft Lake Colac Blue Green Algae Plan: copies are held by the Manager, Health and Community Services and Environmental Health Officer, Colac Otway Shire.

7.7.3 Public Health and Wellbeing Plan

The Manager Health & Community Services, Colac Otway Shire is responsible for the development and review of the plan annually. The plan is required to be renewed every three years. Copies can be located on the following web site:

http://www.colacotway.vic.gov.au/Page/Page.asp?Page_Id=3563&h=1

7.7.4 Influenza Pandemic Plan

The Manager Health & Community Services, Colac Otway Shire is responsible for the development and review of the plan annually. Copies are available from the Manager, Health & Community Services and the Environmental Health Officer, Colac Otway Shire.

7.7.5 Relief and Recovery Plan - DRAFT

The Manager Health & Community Services is responsible for the development and review of the plan annually. Copies are available from the Manager, Environment & Community Safety, Colac Otway Shire.

7.7.6 Heatwave Strategy

The Manager Health & Community Services, Colac Otway Shire is responsible for the development and review of the plan annually. Copies are available from the Manager, Health & Community Services and the Environmental Health Officer, Colac Otway Shire.

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APPENDIX 1

Detailed MEMPC contact List

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APPENDIX 2

Emergency Management Contact Directory

- a) **General Contact List**
- b) **Recovery Contact List**

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APPENDIX 3

MEMP Distribution List

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APPENDIX 4

Detailed Role Statements

Appendix 4 – Detailed Role Statements

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Title	Municipal Emergency Response Coordinator (MERC)
Location	Municipal Emergency Coordination Centre
Overview Statement	Maintain overall responsibility to coordinate the provision of resources as requested by control and support agencies by ensuring the provision of resources from within the Municipality or additional resources through the RERC.
Duties	<ul style="list-style-type: none"> • Ensure the MERO is advised of the emergency, and available to provide access to Municipal resources if required. • Ensure the MERO is receiving information as appropriate. • Attend the MECC if activated. • Advise the RERC regarding emergency which have the potential to require supplementary resources from outside the Municipal district.
Line Relationships	<p>Reports To:</p> <ul style="list-style-type: none"> • Crisis Management Team <p>Liaises With:</p> <ul style="list-style-type: none"> • MERO • MRM <p>Internal Relationships:</p> <ul style="list-style-type: none"> • Victoria Police <p>External Relationships:</p> <ul style="list-style-type: none"> • Incident Controller

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Title	Municipal Emergency Resource Officer (MERO)
Location	Municipal Emergency Coordination Centre
Overview Statement	The MERO is responsible for the coordination of Municipal resources to enable emergency response.
Duties	<ul style="list-style-type: none"> • Coordinate Municipal resources in emergency response. • Provide Council resources when requested by emergency services or police during response activities. • Maintain effective liaison with emergency agencies within or servicing the Municipal district. • Maintain an effective contact base so Municipal resources can be accessed on a 24-hour basis. • Liaise with the MEM and MRM in the best use of Municipal resources. • Organise a response debrief if requested by the EMRC. • Ensure procedures and systems are in place to monitor and record expenditure by Council in relation to emergencies. • Perform other duties as determined.
Line Relationships	<p>Reports To:</p> <ul style="list-style-type: none"> • Crisis Management Team <p>Liaises With:</p> <ul style="list-style-type: none"> • MERC • MRM • Deputy MERO • Planning Officer • Logistics Officer • MECC Facility Manager • Media & Public Relations Officer • Operations Officers <p>External Relationships:</p> <ul style="list-style-type: none"> • Emergency services • Agency staff • Contractors • Other Municipalities

Title	Municipal Recovery Manager (MRM)
Location	Municipal Emergency Coordination Centre during an emergency. Council Offices pre and post emergency.
Overview Statement	The MRM is required to take an active role in emergency recovery planning, and has responsibility for the coordination of Municipal resources to assist emergency relief and emergency recovery activities. The MRM may delegate duties to provide for effective management of recovery functions.
Duties	<ul style="list-style-type: none"> • Coordinate Municipal and community resources for recovery. • Assist with collating and evaluate information gathered in the post-impact assessment. • Establish priorities for the restoration of community services and needs. • Liaise with the MEM and MERO on the best use of Municipal resources. • Establish an information and coordination centre at the Municipal offices or a location more appropriate to the affected area. • Liaise, consult and negotiate with recovery agencies and Council on behalf of the affected area and community recovery committees. • Liaise with the Regional Recovery Committee and DHS. • Undertake other specific recovery activities as determined.
Line Relationships	<p>Reports To:</p> <ul style="list-style-type: none"> • Crisis Management Team <p>Liases With:</p> <ul style="list-style-type: none"> • MERC • MERO • Deputy MRMs • Media & Public Relations Officer • MECC Planning Officer • MECC Logistics Officer • Relief & Recovery Operations Officer <p>External Relationships:</p> <ul style="list-style-type: none"> • DHS • Red Cross • Other Municipalities • Community Recovery Committees • Regional Recovery Committee

Title	Media & Public Relations Officer
Location	Municipal Emergency Coordination Centre
Overview Statement	<p>Coordinate Council's community and media information activities during and after an emergency including:</p> <ul style="list-style-type: none"> • Support the relevant authorities (eg. Police media, CFA media, etc) in the dissemination of accurate and timely media information and advice; and • Undertake the management and dissemination of accurate and timely information relating to Council's response and recovery activities.
Duties	<ul style="list-style-type: none"> • Prepare and disseminate media releases. • Prepare and disseminate internal communications information. • Prepare and disseminate community information. • Assist in preparing the nominated spokesperson to effectively deal with the media eg. media conferences, door stops etc. • Where required to act as spokesperson. • Establish an area for media briefings and public information. • Arrange and conduct media briefings. • Prepare and distribute scripts for use by call centre staff and on hold message service. • Update Councillors/CEO via voicemail. • Move into the field when considered safe and appropriate to do so to facilitate media/resident information. • Assist in the preparation of recovery information via newsletters etc.
Line Relationships	<p>Reports To:</p> <ul style="list-style-type: none"> • CEO & Crisis Management Team <p>Liases With:</p> <ul style="list-style-type: none"> • Emergency Management Coordination Group (MERC, MERO & MRM) • Control Agency representative <p>Internal Relationships:</p> <ul style="list-style-type: none"> • CEO • Councillors • SLT • Customer Service <p>External Relationships:</p> <ul style="list-style-type: none"> • Emergency Services agencies • Local & Metropolitan Media

Title	Emergency Planning Officer
Location	Municipal Emergency Coordination Centre
Overview Statement	<p>The Emergency Planning Officer is involved with information management. This position provides support for emergency management efforts through the:</p> <ul style="list-style-type: none"> • Collection, evaluation and dissemination of information on the current and forecast emergency situation; • Preparation and dissemination of plans and strategies to be used in responding to the incident and the coordination of emergency management activities; and • Collection and maintenance of information about the availability of resources required for response activities.
Duties	<p>Undertake the following tasks:</p> <ul style="list-style-type: none"> • Obtain briefings from the Emergency Management Coordination Group (EMCG). • Provide a safe working environment for all Planning personnel. • Collect information on the current and projected incident situation from sources including, but not limited to, Impact Assessment team(s), Operations Officers, and Emergency Call Centre Manager. • Provide weather and other necessary specialist information and incident behaviour predictions. • Identify key risk exposures relating to the incident. • Disseminate information relevant to responding to the incident and potential safety issues. • Develop alternative incident objectives and strategies and identify the risks and likely outcomes associated with each. • Conduct planning meetings. • Document the Action Plans for use in MECC briefings and for the subsequent shift. • Identify the preferred incident plans and strategies, including justification, for discussion by the EMCG and Crisis Management Team. • Develop and review, where necessary, an appropriate communications plan. • Prepare mapping information as appropriate. • Develop and maintain a register of all resources requested, en route, allocated to and released from the incident. • Regularly communicate progress against the Action Plans to the EMCG. • Develop information sharing and transitional arrangements with recovery organisations. • In liaison with the MECC Senior Management Team (MECCSMT) provide: <ul style="list-style-type: none"> ○ information to incident personnel, media and the community ○ management support services (radio, telephone, computers and administrative support) • Collect, collate and store incident records.
Line Relationships	<p>Reports To:</p> <ul style="list-style-type: none"> • EMCG <p>Liases With:</p> <ul style="list-style-type: none"> • MECC Logistics Officer • MECC Facility Manager • Impact Assessment Officers • MECC Personnel

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Title	Rapid Impact Assessment Officer
Location	Municipal Emergency Coordination Centre and In the Field
Overview Statement	The Rapid Impact Assessment Officer is responsible for collecting information during an emergency to inform the emergency response and recovery efforts.
Duties	<p>Undertake the following tasks:</p> <ul style="list-style-type: none"> • Apply safe working practices to the collection of information. • Report to the Planning Officer in the MECC at agreed times to provide new/revised information about the impact area. • Conduct a systematic approach to the collection of information and keep a record of areas covered. • Use the agreed technique for identifying location details. • Complete all necessary forms to enable the provision of accurate information to the Planning Officer.
Line Relationships	<p>Reports To:</p> <ul style="list-style-type: none"> • Planning Officer <p>Liases With:</p> <ul style="list-style-type: none"> • Marshalling & Field Safety Officer • Emergency Services in the field • Field staff

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Title	Post Impact Assessment Officer
Location	In the Field
Overview Statement	The Post Impact Assessment Officer is responsible for collecting information to inform ongoing emergency response and recovery efforts.
Duties	<p>Undertake the following tasks:</p> <ul style="list-style-type: none"> • Apply safe working practices to the collection of information. • Report to the Planning Officer in the MECC at agreed times to provide new/revised information about the impact area. • Conduct a systematic approach to the collection of information and keep a record of areas covered. • Use the agreed technique for identifying location details. • Complete all necessary forms to enable the provision of accurate information to the Planning Officer.
Line Relationships	<p>Reports To:</p> <ul style="list-style-type: none"> • Planning Officer <p>Liaises With:</p> <ul style="list-style-type: none"> • Marshalling & Field Safety Officer • Department of Primary Industries • Emergency Services in the field • Field staff

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Title	Logistics Officer
Location	Municipal Emergency Coordination Centre
Overview Statement	The Logistics Officer's role and responsibility is to obtain and maintain human and physical resources, facilities, services and materials to ensure appropriate emergency response.
Duties	<p>Undertake the following tasks:</p> <ul style="list-style-type: none"> • Obtain briefings from the Emergency Management Coordination Group (EMCG). • Organise the Logistics section in the MECC. • Allocate tasks to Section personnel. • Support response to the incident through the procurement and maintenance of human and physical resources, facilities, services and materials. • Facilitate effective liaison and cooperation with all relevant persons. • Provide progress reports on logistical support for the incident to the EMCG. • Estimate future service and support requirements.
Line Relationships	<p>Reports To:</p> <ul style="list-style-type: none"> • Municipal Emergency Management Coordination Group <p>Liaises With:</p> <ul style="list-style-type: none"> • MECC Planning Officer • MECC Deputy Logistics Officer • MECC Catering Officer • MECC Finance Officer • MECC IT Officer • MECC Facility Manager • MECC Personnel

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Title	Finance Officer
Location	Municipal Emergency Coordination Centre
Overview Statement	<p>Provide systems and processes for the timely acquisition of resources during and after an emergency to ensure that:</p> <ul style="list-style-type: none"> • Procedures and staff are in place to support the acquisition of the required resources during both the response and recovery stages of an emergency with minimum delay. • Accurate records are kept for all emergency related expenditure to support claims for reimbursement from Department of Treasury and/or the Victorian Grants Commission.
Duties	<p>1. During the operation of the MECC</p> <ul style="list-style-type: none"> • To assist Emergency Operations Officers in acquiring any resources required in the event of an emergency incident. • To ensure that Emergency Operations Officers collect accurate records of Council plant and materials used during the response and recovery stages of the emergency. <p>2. Other Duties</p> <ul style="list-style-type: none"> • To maintain a system for accurately recording the costs to Council of external resources employed during and after the emergency. • To lodge claims for the reimbursement of emergency related expenditure with relevant bodies. <p>Response Stage Upon activation of the MECC, the Finance Officer is to undertake the following key tasks:</p> <ul style="list-style-type: none"> • Create emergency account numbers for response in Finance One and advise Emergency Operations Officers of the numbers. • Finance to provide a designated resource to assist procurement requests. • To assist with any supplier information that may be required. Finance will undertake to update the preferred supplier list on a quarterly basis. • Assist Emergency Operations Officers and their Deputies in approving invoices. <p>Recovery Stage</p> <ul style="list-style-type: none"> • Create emergency account numbers for recovery in Finance One and advise Emergency Operations Officers of the numbers. • Upon deactivation of the MECC advise Emergency Operations Officers and their Deputies that requisitions need to be raised through Finance One. • To assist with any supplier information that may be required. Finance will undertake to update the preferred supplier list on a quarterly basis. • Upon deactivation of the MECC advise Emergency Operations Officers and their Deputies that all invoices will be scanned and work flowed to the appropriate authorising officer.
Line Relationships	<p>Reports To:</p> <ul style="list-style-type: none"> • Logistics Officer <p>Liaises With:</p> <ul style="list-style-type: none"> • MERO • Emergency Operations Officers and Deputies

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Title	IT and Communications Officer
Location	Municipal Emergency Coordination Centre
Overview Statement	Ensure that all required IT infrastructure, communications and GIS services for the Municipal Emergency Coordination Centre (MECC), Relief Centres and field staff are established and maintained during an emergency.
Duties	<ul style="list-style-type: none"> • Provide the IT infrastructure and communication services to support the MECC. • Provide the IT infrastructure and communication services to support the RELIEF CENTRES. • Provide the IT infrastructure and communication services to support mobile based field staff as required. • Provide GIS services to support the MECC.
Line Relationships	<p>Reports To:</p> <ul style="list-style-type: none"> • Director Corporate Services • MECC Logistics Officer <p>Liaises With:</p> <ul style="list-style-type: none"> • All Staff <p>Internal Relationships:</p> <ul style="list-style-type: none"> • All Staff <p>External Relationships:</p> <ul style="list-style-type: none"> • Telstra • Communication Suppliers • IT Service and Equipment Suppliers • Emergency Services Agencies • State Government Departments • Other Local Government staff

Title	MECC Facility Manager
Location	Municipal Emergency Coordination Centre
Overview Statement	To ensure that all systems relating to the running of the MECC are operating and functioning in a manner that is conducive to supporting emergency response and recovery efforts.
Duties	<ul style="list-style-type: none"> • Oversee the establishment and activation of the procedures and systems required to operate the MECC. These include the: <ul style="list-style-type: none"> ○ overall set up of the MECC ○ registration of personnel arriving / departing the MECC ○ recording and updating the message/request handling system, and whiteboard information ○ IT and communications are functional and operating. • Oversee the overall resourcing of the MECC with personnel and equipment to operate for the duration of the response and recovery operations. • Oversee the Administration Team within the MECC so that they can perform operational functions as requested. • Oversee the MECC roster system (Council's Operations Officers are responsible for entering their rosters on the MECC Roster Database located on Y: Drive). • Liaise with the Logistics Officer in the MECC to oversee catering arrangements for personnel located in the MECC, ERC(s) and Marshalling Point(s). • Oversee the operational effectiveness of MECC personnel, for example, taking appropriate breaks, including meal breaks. • Oversee adherence to OH & S and Workplace Agreement guidelines in relation to shift times. • Welcome persons entering the MECC; provide orientation, introductions and familiarisation with procedures. This may include the provision of appropriate identification to personnel located within the MECC (tabards or nametags). • Liaise with Councillors and CEO whilst the MECC is in operation.
Line Relationships	<p>Reports To:</p> <ul style="list-style-type: none"> • EMCG (MERC, MERO & MRM) <p>Liaises With:</p> <ul style="list-style-type: none"> • Administration team personnel • MECC Logistics Officer • MECC Planning Officer • MECC Personnel • Councillors and CEO

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Title	MECC Administration Operations Officer
Location	Municipal Emergency Coordination Centre
Duties	<p>Undertake the following roles:</p> <ul style="list-style-type: none"> • Ensure the MECC reception and security area is set up in a timely manner. • Ensure all MECC entrances are labelled to indicate the MECC is activated and only authorised personnel are permitted to enter. • Oversee the receipt, recording and dissemination of incoming messages/requests. • Ensure the administration needs of the MECC are met eg. Stationery etc. • Using the roster template on Y: Drive prepare rosters for administration personnel (Runners, Registry Officers, MECC Reception & Security Officers). • Take notes of MECC briefings and record the briefing notes in the electronic Incident Management Log/System. • Conduct a debrief with administration staff at shift change over. • Ensure administration staff conduct end of shift handover with incoming administration staff.
Line Relationships	<p>Reports To:</p> <ul style="list-style-type: none"> • MECC Facility Manager <p>Liaises With:</p> <ul style="list-style-type: none"> • MECC personnel

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Title	MECC Runner
Location	Municipal Emergency Coordination Centre
Duties	Undertake the following roles: <ul style="list-style-type: none">• Check fax machines within the MECC.• Distribute information and messages within the Municipal Emergency Coordination Centre (MECC).• Copy and print information as required.• Maintain filing of request forms and incoming and outgoing documents.• Undertake additional duties as requested.
Line Relationships	Reports To: <ul style="list-style-type: none">• Administration Operations Officer Liases With: <ul style="list-style-type: none">• MECC personnel

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Title	MECC Registry Officer
Location	Municipal Emergency Coordination Centre
Duties	<p>Undertake the following roles:</p> <ul style="list-style-type: none"> • Accurately record in the MECC electronic master log (Incident Management Log/System): • information documented on the message/request forms • information that comes in to, and goes out of the MECC • items as instructed by the Emergency Management Coordination Group (EMCG). • Ensure messages are distributed promptly to Operations Officers for action. • Monitor the message flow. • Ensure multi-address messages/information is copied and distributed. • Follow-up outstanding resource requests. • Match and file copies with completed messages/requests. • Undertake additional tasks as necessary.
Line Relationships	<p>Reports To:</p> <ul style="list-style-type: none"> • Administration Operations Officer <p>Liaises With:</p> <ul style="list-style-type: none"> • MECC personnel

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Title	MECC Reception & Security Officer
Location	Municipal Emergency Coordination Centre
Duties	<p>Undertake the following roles:</p> <ul style="list-style-type: none"> • Set up the MECC reception area in a timely manner. • Ensure all personnel presenting at the MECC either as rostered staff or visitors, record their details on the relevant sign-in sheet. • Ensure all personnel who leave the MECC sign-out and record their intended destination. • If after hours secure all doors leading into the MECC reception area. • Contact security firms to notify the building is in use. • Ensure adequate quantities of forms are available. • Maintain filing of completed sign-in and sign-out forms. • Ensure all security passes are returned at the end of each shift, and upon deactivation of the MECC.
Line Relationships	<p>Reports To:</p> <ul style="list-style-type: none"> • Administration Operations Officer <p>Liaises With:</p> <ul style="list-style-type: none"> • MECC personnel

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Title	MECC Administration Support Staff
Location	Municipal Emergency Coordination Centre
Duties	<p>Undertake the following roles:</p> <ul style="list-style-type: none"> • Assist in the effective functioning of the MECC under the direction of the MECC Facility Manager and Emergency Management Coordination Group (EMCG). • Assist in the initial set-up of the MECC including the generator, maps, tubs, repositioning tables, telephones etc. • Ensure that MECC stationery and supplies are maintained and replenished. • Provide equipment as identified by the MECC Facility Manager. • Maintain information on the whiteboards. • Undertake additional duties under the direction of the MECC Facility Manager. <p>Note: This position is the responsibility of the Emergency & Community Safety Unit</p>
Line Relationships	<p>Reports To:</p> <ul style="list-style-type: none"> • MECC Facility Manager <p>Liaises With:</p> <ul style="list-style-type: none"> • MECC personnel

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Title	Municipal Emergency Manager (MEM)
Location	Municipal Emergency Coordination Centre
Overview Statement	Is responsible for the effective management of Council's emergency management activities.
Duties	<ul style="list-style-type: none"> • Provide executive support to the MEMPC. • Oversee the monitoring and review of the MEMP to ensure it is effective and current. • In liaison with the MERO, ensure the effective use of Municipal resources during emergency response and recovery activities. • Coordinate the emergency management activities of, and liaise closely with the MERO, MRM, MERC and MFPO. • Ensure the MECC can be activated at short notice in the event of an emergency. • Arrange meetings with the MEMPC and/or the Emergency Management Group as appropriate during an emergency. • Maintain effective liaison with all regional, state or Commonwealth emergency related agencies servicing the Municipality. • Ensure that an effective contact base is maintained so that Municipal resources can be access on a 24-hour basis. • Ensure that contractual arrangements with contractor to provide response or recovery support during an emergency are agreed to and documented in advance of such events. • Ensure that appropriate operating procedures and processes are developed, documented and tested by those required to use them during an emergency, and that suitable training takes place. • Ensure that appropriate procedures, processes and systems are in place to record and monitor any Council expenditure specifically applicable to an emergency. • Ensure that applications for expenditures for assistance from State sources are submitted to appropriate agencies. • Ensure that debriefing sessions are held for any response and recovery operation after an emergency to examine effectiveness of the MEMP, and upgrade it as necessary. • Keep Council and the CEO informed on emergency management activities, including the presentation of an annual report on activities that includes expenditure incurred by Council during the previous 12 months.
Line Relationships	<p>Reports To:</p> <ul style="list-style-type: none"> • CEO and Directors <p>Liaises With:</p> <ul style="list-style-type: none"> • EMCG (MERC, MERO & MRM) • Planning Unit • Logistics Officer • MECC Facility Manager • Operations Officers <p>External Relationships:</p> <ul style="list-style-type: none"> • Emergency Services • Other Municipalities • MAV • Agency staff

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Title	Municipal Fire Prevention Officer (MFPO)
Location	Council Offices
Overview Statement	To ensure Council's obligations under the <i>Country Fire Authority Act 1958</i> are met.
Duties	<ul style="list-style-type: none"> • Manage the Municipal Fire Prevention Committee (MFPC) (if formed under the <i>Country Fire Authority Act 1958</i>) as chairperson and executive officer. • Undertake and regularly review Council's fire prevention planning and plans (together with the MFPC). • Liaise with fire services, brigades, other authorities and Councils regarding fire prevention planning and implementation. • Advise and assist the MEMPC on fire prevention and related matters. • Ensure the MEMP contains reference to the MFPP. • Report to Council on fire prevention and related matters. • Carry out statutory tasks related to fire prevention notices and infringement notices. • Investigate and act on complaints regarding potential fire hazards. • Advise, assist and make recommendations to the general public on fire prevention and related matters. • Issue permits to burn (under section 38 of the <i>Country Fire Authority Act 1958</i>). • Facilitate community fire safety education programs and support Community Fireguard groups in fire-prone areas.
Line Relationships	<p>Liases With:</p> <ul style="list-style-type: none"> • MEM • Environment department <p>External Relationships:</p> <ul style="list-style-type: none"> • CFA • DSE • Community

Title	Liaison Officer
Location	Emergency management sites including Incident Control Centre (ICC), Emergency Operations Centre (EOC), Staging Area or Marshalling Point.
Overview Statement	Assist and support the Incident Management Team (IMT) and liaise with the Municipal Emergency Coordination Centre (MECC) regarding the allocation of Council resources required for emergency response.
Duties	To undertake the following functions: <ul style="list-style-type: none"> • Provide a communications link between the MECC and the Control Agency and keep both parties informed of the situation and status. • Relaying requests and information to the MECC on behalf of the Incident Controller. • Advise on available Municipal resources eg. trucks and water tanks. • Provide technical advice on Council's capabilities, such as mapping. • Assist in the development of the incident response plan.
Line Relationships	<p>Reports To:</p> <ul style="list-style-type: none"> • MECC Planning Officer <p>Liaises With:</p> <ul style="list-style-type: none"> • ICC / EOC / other emergency personnel • Emergency services personnel

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APPENDIX 5

Local Government – Vulnerable Persons Agency Register

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APPENDIX 6

Emergency Response Resource List

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APPENDIX 7

Emergency Relief and Recovery Centres

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APPENDIX 8

Aircraft Landing Areas

Appendix 8 - Fixed Wing Aircraft

The Colac and Apollo Bay airstrips are the only authorised landing strips in the Colac Otway Shire.

Colac Airstrip Statistics

Abbreviation	YOLA
Location	McKays Road, Irrewarra 10 km NE of Colac Lat 38°17'S Lon 143°41'E
Type	Unlicensed
Elevation	450 feet
Surface	Unsealed – Gravelled and Grass
Runway	09-27 Unrated 1060 metres (Gravel) 18-36 Unrated 620 metres (Grass)
Circuit	Left Hand
Runway Lights	Manual on East-West Runway only. (Ring Colac Police 5231 5599 or ARO on 0407 041 502 for turning on lights)

Apollo Bay Airstrip Statistics

Abbreviation	YAPO
Location	Adjacent to northern limit of Marengo, south of Apollo Bay and immediately west of the Great Ocean Rd. Lat 38°47'S Lon 143°38'E
Type	Unlicensed
Elevation	45 ft
Surface	Sealed
Runway	09-27 760 metres
Runway Lights	No
Special Procedures	High ground at west end. Consider one way unless wind dictates. Use 125.9 in circuit.

Rotary Wing Aircraft

The Police Air Wing makes use of the Colac Cricket Ground at the corner of Queens Avenue and Fireman Street for routine Police and Medivac landings.

DSE permanent landing area is 88 Forest St Colac situated in Clearwater Logging and Transport yard. Windsock is yellow, Lat 38.20.58S Lon 143.36.57E.

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APPENDIX 9

Acronyms and Abbreviations

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Appendix 9 – Acronyms and Abbreviations

AA	Airservices Australia
ADF	Australian Defence Force
AEMO	Australian Energy Market Operator
AFAC	Australian Fire and Emergency Services Authority Council
AGCDTF	Australian Government Counter Disaster Taskforce
AGD	Attorney-General's Department
AIIMS	Australian Inter-Service Incident Management System
AMSA	Australian Maritime Safety Authority
ARCV	Australian Red Cross Victoria
ARFF	Aviation Rescue and Firefighting (part of Airservices Australia)
ATSB	Australian Transport Safety Bureau
AusSAR	Australian Search and Rescue
AV	Ambulance Victoria
AVCG	Australian Volunteer Coast Guard
BC	Building Commission
BOM	Bureau of Meteorology
CBR	Chemical, Biological, Radiological
CBRIE	Chemical, Biological, Radiological, Incendiary Explosive
CCP	Chief Commissioner of Police
CCoV	Coroners Court of Victoria
CERM	Community Emergency Risk Management
CFA	Country Fire Authority
CGRC	Central Government Response Committee
CI	Critical Infrastructure
CMA	Catchment Management Authority
COAG	Council of Australian Governments
COMDISPLAN	Commonwealth Government Disaster Response Plan
CWA	Country Women's Association
DACC	Defence Assistance to the Civil Community
DEECD	Department of Education and Early Childhood Development
DFACA	Defence Force Aid to the Civil Authority
DFSV	Dairy Food Safety Victoria
DGEMA	Director-General Emergency Management Australia
DH	Department of Health
DHS	Department of Human Services
DIIRD	Department of Innovation, Industry and Regional Development
DoT	Department of Transport
DoJ	Department of Justice
DPC	Department of Premier and Cabinet
DPI	Department of Primary Industries
DSE	Department of Sustainability and Environment
DTF	Department of Treasury and Finance
DPCD	Department of Planning and Community Development
DVI	Disaster Victim Identification
EMA	Emergency Management Australia
EMAI	Emergency Management Australia Institute
EMLO	Emergency Management Liaison Officer
EmRePSS	Emergency Resource Providers Support Scheme
EMS	Emergency Medical Services
EMT	Emergency Management Team

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EOC	Emergency Operations Centre
EPA	Environment Protection Authority
ERC	Emergency Response Coordinator
ERCC	Emergency Response Coordination Centre
ERDO	Emergency Response Development Officer
ESTA	Emergency Services Telecommunications Authority
FERC	Field Emergency Response Coordinator
GIS	Geospatial Information System
ICA	Insurance Council of Australia
ICC	Incident Control Centre
IDRO	Insurance Disaster Response Organisation
IMF	Incident Management Facility
IFMP	Integrated Fire Management Planning
IMS	Incident Management System
IMT	Incident Management Team
LSV	Life Saving Victoria
Marine EMT	Marine Emergency Management Team
MAV	Municipal Association of Victoria
MCPEM-EM	Ministerial Council for Police and Emergency Management – Emergency Management
MECC	Municipal Emergency Coordination Centre
MEMEG	Municipal Emergency Management Enhancement Group
MEMPC	Municipal Emergency Management Planning Committee
MERC	Municipal Emergency Response Coordinator
MERO	Municipal Emergency Resource Officer
MEST	Major Emergency Strategy Team
MFB	Metropolitan Fire Brigade
MFESB	Metropolitan Fire and Emergency Services Board
MFPO	Municipal Fire Prevention Officer
MRM	Municipal Recover Manager
MSV	Marine Safety Victoria
NCTP	National Counter Terrorist Plan
NDRRA	Natural Disaster Relief and Recovery Arrangements
NEMC	National Emergency Management Committee
NEWS (EL)	National Emergency Warning System (Emergency Alter)
NPW	Nuclear Powered Warship
NRIS	National Registration & Inquiry System
OESC	Office of the Emergency Services Commissioner
POC	Police Operations Centre (D24)
PV	Parks Victoria
Red Cross	Australian Red Cross
RERC	Regional Emergency Response Coordinator
RERCC	Regional Emergency Response Coordination Centre
RFCV	Rural Finance Corporation Victoria
RR	Road Rescue
RSPCA	Royal Society for Prevention of Cruelty to Animals
SBSC	Small Business Counselling Service
SCC	State Control Centre / State Crisis Centre
SCN	Security and Continuity Network
SECC	Security and Emergencies Committee of Cabinet
SEMC	State Emergency Mitigation Committee
SEMT	State Emergency Management Team
SERCC	State Emergency Response Coordination Centre
SEWS	Standard Emergency Warning Signal

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SHERP	State Health Emergency Response Plan
SII	Spatial Information Infrastructure
TAC	Transport Accident Commission
TESS	Transport, Engineering and Services Support
USAR	Urban Search and Rescue
VCC	Victorian Council of Churches
VEMC	Victorian Emergency Management Council
VCG	Victorian Grants Commission
VicPol	Victoria Police
VICSES	Victoria State Emergency Service
VRCA	Victoria Regional Channels Authority
VWA	Victorian WorkCover Authority (WorkSafe)
WICEN	Wireless Institute Civil Emergency Network

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Municipal Emergency Management Plan

APPENDIX 10

Glossary

Revision 1.9 - 15 November 2011

Appendix 10 – Glossary

Term	Definition
Action	The executive command to mount an operation whereby all required personnel are called to their posts.
Affected Area	A geographic area affected by an emergency for the purpose of response and recovery arrangements.
Agency	A government agency or non-government agency.
Alert	The period when the Regional or Municipal Emergency Response Coordinator believes an emergency may occur and requires all, or designated functional services to increase their level of preparedness to cope.
Assembly Area	A designated location used for the assembly of emergency affected persons. The area may also incorporate an Emergency Relief Centre.
Chain of Command	The organisational hierarchy of an agency. It is the identifiable line up and down the hierarchy from any individual to and from their supervisor and subordinates. The chain of command identifies people or positions with accountability.
Command	The direction of human and material resources of an agency in the performance of an agency's roles and responsibilities.
Control	The direction of human and material resources of an agency in the performance of that agency's roles and tasks.
Control Agency	An agency nominated to control the response activities to a specific type of emergency.
Coordination	The bringing together of agencies and resources to ensure effective response to and recovery from emergencies, primarily concerned with the systematic acquisition and application of required resources.
Counselling	The provision of psychological support and advice to persons affected by an emergency.
Displan	The name given to the State Emergency Response Plan under Section 10(1) of the Emergency Management Act 1986. The word DISPLAN was originally the short title for the State Disaster Plan. In this manual the phrase "emergency response" is used when referring to this emergency response plan as a document or the emergency response arrangements, or to emergency response coordinators.
EMCG	Consists of the MERC, MERO and MRM – a Municipal decision-making group within the MECC.

Term	Definition
Emergency	An emergency due to the actual or imminent occurrence of an event which in any way endangers or threatens to endanger the safety or health of any person in Victoria or which destroys or damages, or threatens to destroy or damage, any property in Victoria, or endangers or threatens to endanger the environment or an element of the environment in Victoria including, without limiting the generality of the foregoing: <ol style="list-style-type: none"> a. an earthquake, flood, wind-storm or other natural event; and b. a fire; and c. an explosion; and d. a road accident or any other accident; and e. a plague or epidemic; and f. a warlike act, whether directed at Victoria or part of Victoria or at any other State or Territory of the Commonwealth; and g. a hi-jack, siege or riot.
Emergency Affected Persons	People, other than emergency management personnel, who experience losses or injury or are affected by an emergency. Usually understood to exclude the deceased.
Emergency Grant	The provision of financial assistance during emergency relief to emergency affected persons as determined by government policy.
Emergency Management	The organisation and management of resources for dealing with all aspects of emergencies. Emergency management involves the plans, structures and arrangements which are established to bring together the normal endeavours of government, voluntary and private agencies in a comprehensive and coordinated way to deal with the whole spectrum of emergency needs including prevention, response and recovery.
EMMV	The Manual that provides the structure for Municipalities to raise their Municipal Emergency Management Plans (MEMP).
Emergency Relief	The provision of immediate shelter, life support and human needs of persons affected by, or responding to, an emergency. It includes the establishment, management and provision of services to Emergency Relief Centres.
EMT	A team which assists the Controller in formulating a response strategy and in its execution by all agencies.
ERC	A building or place established to provide life support and essential needs to persons affected by or involved in the management of an emergency.
ESLO	Emergency Services Liaison Officer (refer to MLO).
FERC	A senior member of the Police Force at the scene of an emergency.
Financial Assistance	See Emergency Grant.
Hot Start	The MECC and ERC functions are established and staffed.
Incident	Any unplanned event requiring emergency intervention.
Incident Controller	The Officer with overall responsibility for emergency response operations. A controller is a member of the control agency appointed to have overall responsibility for emergency response operations.
Incident Control Centre	The locations where the Incident Controller and various members of the Incident Management Team provide overall direction of response activities.
Lead Agency	The Agency designated to coordinate the provision of a functional area of emergency relief and supplementary supply.

Term	Definition
Marshalling Point	An area/facility where resources are deployed and the occupational health and safety of Yarra Ranges Council personnel, contractors and other local government personnel who are conducting emergency response activities is monitored.
Material Needs	Clothing, bedding and other personal items provided to emergency affected persons.
MECC	A facility operating at the Municipal level to coordinate and organise emergency provisions of Municipal and community resources in support of response and recovery.
MECC Facility Manager	The function which coordinates the procedural and system requirements to ensure the smooth running of the facility.
MECC Logistics Officer	Responsible for obtaining and maintaining resources, facilities, services and materials to support emergency response.
MECC Planning Officer	Responsible for information management and planning to support emergency response.
MEM	A Municipal employee responsible for overall emergency management functions across Council.
MEMPC	The Committee that is responsible for the formation and maintenance of the Municipal Emergency Management Plan (MEMPC) at the Municipal level.
MERC	A member of Victoria Police (Officer in Charge Lilydale Police Station) appointed at the Municipal level to coordinate the response to an emergency.
MERO	A Municipal appointee responsible to the Municipal Council for ensuring the coordination of Municipal resources to be used in emergency response.
MLO	Provided by Councils to the Control Agency and are located in the Incident Control Centre or the controlling agency's Emergency Response Centre.
MRM	A Municipal appointee responsible to the Municipal Council for ensuring the coordination of Municipal resources to be used in emergency recovery.
Municipality	The area within the defined boundaries for Local Government responsibility of a Council, Shire, Borough, Town or City.
NRIS	The Commonwealth/State arrangements for recording the details of persons relocating to an Emergency Relief Centre and for handling inquiries about the location of registered persons.
NSP	A place of last resort for people in bushfire prone areas to go to in the event of a bushfire.
Operations Officers	Responsible for managing all activities and resources specific to their role for emergency response.
Prevention	The elimination or reduction of the incidence or severity of emergencies and the mitigation of their effects.
Primary Support Agency	The Agency to be first considered by a Municipal Emergency Response Coordinator for support in an emergency role.
Recovery	The assisting of persons and communities affected by emergencies to achieve a proper and effective level of functioning.
Recovery Agency	An Agency with a role or responsibility under the State Emergency Recovery Plan or in the recovery arrangements.

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Term	Definition
Recovery Centre	A building in which a coordinated process of support to affected communities in the restoration of their emotional, social, economic and physical well being is provided.
Relief Stage	The immediate post impact stage of an emergency, preceding the recovery phase. For the purposes of this Plan, the end of relief will be when “stand down” is advised by the Municipal Emergency Response Coordinator.
Region	A geographic area comprising a number of Municipal districts and specific Victorian waters.
Relocation	The planned relocation of persons from dangerous or potentially dangerous areas to safer areas and eventual return.
Resource Supplementation	The provision of resources in emergencies to response agencies by other than their internal resource acquisition systems.
Response	The combating of emergency and the provision of rescue and immediate relief services.
RERC	A commissioned officer of Victoria Police appointed for a State Government region as Regional Emergency Response Coordinator.
RIA	An initial appraisal of the extent of damage, disruption and breakdown to the community and its infrastructure as a result of the emergency or disaster.
Staging Area	A location designated and used during emergency response for the assembly of Control or Support Agency personnel prior to deployment.
SMEACS	The situation briefing used to communicate the emergency situation, issues and response mechanisms for personnel in the MECC and at an ERC.
SOP	Step-by-step instructions on how to implement and complete tasks that are integral to emergency response and recovery.
Span of Control	A concept that relates to the number of groups or individuals that can be supervised by one person.
Standby	That period normally following alert, when the RERC or MERC, or the Chief Officer of a control agency, believes that the occurrence or the affects of the emergency, are imminent. Members of the relevant agencies are placed “on standby”, thus being ready to respond immediately.
Stand Down	The order given by the Regional or Municipal Emergency Response Coordinator that allows personnel to cease operations reflecting the termination of the emergency.
State Emergency Response Coordinator	The Chief Commissioner of Police who is responsible for the coordination of activities of agencies having roles or responsibilities in relation to the response of emergencies.
State Recovery Coordinator	A senior office of DHS appointed by the Department to ensure the overall coordination of recovery in Victoria.
Supplementary Supply	Those resources requested under emergency supply unable to be obtained by Emergency Response Support Agencies.
Support Agency	An agency which provides services, personnel, or material to support or assist a control agency of affected persons.
Temporary Accommodation	Accommodation provided over an extended period of days, weeks or months for individual or families affected by an emergency. It is different from emergency shelter.

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Colac Otway Shire
Municipal Emergency Management Plan

APPENDIX 10

Term	Definition
Volunteer Emergency Worker	A volunteer worker who engages in emergency activity at the request (whether directly or indirectly) or with the express or implied consent of the chief executive (however designated), or of a person acting with the authority of the chief executive, of an agency to which either the state emergency response or recovery plan applies.
Warm Start	The MECC and ERC functions are established with staff on Standby.

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APPENDIX 11

Websites

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Appendix 11 – Websites

Emergency Management Act 1958
http://www.austlii.edu.au/au/legis/vic/consol_act/ema1986190/s20.html

The website of the office of the Emergency Services Commissioner is at: <http://www.oesc.vic.gov.au/>

The Victoria Police website is at: <http://www.police.vic.gov.au/>

The SES website is at: <http://www.ses.vic.gov.au>

OM122501-16

MUNICIPAL EMERGENCY MANAGEMENT PLAN

AUTHOR:	Wendie Fox	ENDORSED:	Jack Green
DEPARTMENT:	Sustainable Planning & Development	FILE REF:	F11/2688

Purpose

The purpose of this report is to request Council endorsement of the draft “Municipal Emergency Management Plan” to be released for public comment.

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 Municipal Emergency Management Plan (MEMP) has been developed pursuant to *Section 20 (1)* of the *Emergency Management Act 1986*. This version of the plan has expanded on the work previously undertaken by Council and reflects the many changes that have occurred within the Emergency Management sector over the last 18 months. The updated MEMP was endorsed by the Municipal Emergency Management Planning Committee (MEMPC) at its last meeting on 17 November 2011.

The purpose of the MEMP is to detail Colac Otway Shire’s role and agreed arrangements for the policies, principals, arrangements, plans and procedures for the management of emergencies and disasters in Colac Otway Shire’s area of responsibility. It addresses the prevention of, response to and recovery from emergencies and disasters that could occur within the municipality, and is the result of the collaborative efforts of all the members of the MEMPC. The MEMP also contains other information required by legislation, including a list of municipal resources, fire refuges and Neighbourhood Safer Places - Places of Last Resort.

The MEMP should be read in conjunction with Council’s Risk Management Policy, Municipal Fire Prevention Plan, Draft Municipal Fire Management Plan, Relief and Recovery Plan, Influenza Pandemic Plan, Public Health Emergency Management Plan, Heatwave Strategy and Action Plan and Neighbourhood Safer Places 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.

The development of the MEMP is consistent with priorities set out in the Council Plan including the Council Plan Strategy: “Meet our statutory obligations for community safety and emergency situations”. By developing and ultimately endorsing the MEMP Council will also 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 MEMP has been developed pursuant with requirements of the *Emergency Management Act 1986*. The completion of the MEMP also helps Council meet requirements associated with the recommendations of the 2009 Bushfire Royal Commission.

The MEMP is not a static document as it is reviewed annually, or after an emergency which has utilised any part of the plan. All reviews ensure linkages with Council's broader emergency, risk management and community safety frameworks. Annual reviews focus on continuous improvement, changes to previously identified hazards, newly identified hazards, processes, policies and the accuracy of contact details in the emergency contact directory. All updates are undertaken by the Municipal Emergency Management Coordinator and tabled at MEMPC meetings.

There are only two options open to Council because Council needs to develop a MEMP in order to deliver effectively on the requirements of the *Emergency Management Act 1986*

- 1: Send the MEMP back to the MEMPC in order for further substantial work to be undertaken before it is re-submitted to Council for further consideration; and
- 2: Approve the release of the MRRP to obtain formal public comment.

Proposal

That Council endorses the draft Municipal Emergency Management Plan to be released for public comment.

Financial and Other Resource Implications

There are no significant financial impacts associated with implementing the proposal. The officer time required to implement the proposal can be catered for within existing resource allocations.

The economic and social effects of emergencies including loss of life, destruction of property, and dislocation of communities are inevitable. The MEMP is one component of a broader framework that enables us to strengthen our capacity to identify hazards, determine risks, and prepare for emergencies and disasters.

Risk Management & Compliance Issues

Emergency management contributes to community safety by reducing the impact of emergency related events that can cause death, injury, loss of property and community disruption. The planning for, and the management of emergencies, is a shared responsibility involving many people and organisations in the community. It is not something done by one organisation or sector of the community, although some organisations have specialist roles in dealing with emergencies.

The MEMP is a record of the commitment of all the participating organisations and groups to undertake and complete the tasks assigned to them under the plan, and to cooperate in the delivery of the MEMP's objectives. The plan is audited pursuant to *Section 21* of the *Emergency Management Act 1986* by the Director, Victoria State Emergency Services every three years.

Environmental and Climate Change Considerations

There are no significant environmental impacts associated with implementing the proposal. Electronic copies of the MEMP will be circulated to staff unless hard copies are specifically requested in order to minimise the amount of paper used for the policy. Recycled paper will be used for all hard copies of the policy that are printed/published.

Community Engagement

The community engagement strategy follows 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 community engagement method selected was to collaborate with key stakeholders in the development of the MEMP and then to inform and consult the general public. If this proposal is supported a media release will be issued seeking written comment on the MEMP from the public. Hard copies of the MEMP will be made available to the general public via Councils customer service counters at Colac and Apollo Bay. A copy of the MEMP will also be placed on Councils website for viewing by the general public.

Implementation

If the proposal is endorsed by Council the MEMP will be released for public comment for a period of six weeks. Once the public comment period has ended the members of the MEMPC will review the public comment and decide on whether changes should be made to the MEMP. Feedback will be provided to people who make submissions to explain what changes resulted from their comments. A further report will then be provided to Council providing an assessment of the community input received and identifying any changes that may have been made to the document and seeking Council's formal adoption of the MEMP.

Council Officers will work in partnership with other key agencies to raise awareness of the Municipal Emergency Management Plan. Council will continue to work with other agencies to further improve the MEMP on an ongoing basis.

Conclusion

If the proposal is supported the MEMP will be released for public comment. Any public comment received will be analysed and incorporated where suitable to enable the plan to be submitted to Council for adoption.

Attachments

1. Municipal Emergency Management Plan 168 Pages

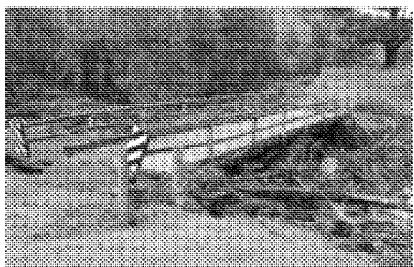
Recommendation(s)

That Council:

1. ***Endorses the draft "Municipal Emergency Management Plan" for release for public comment for a period of six weeks.***
2. ***Notes that all private and confidential contact information will be removed from the Plan that is available to the public for comment.***
3. ***Notes that any public comment received will be analysed and incorporated where suitable to enable the plan to be submitted to Council for adoption.***

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**Colac Otway Shire  
Municipal Emergency Management Plan**

**Updated November 2011**

**Last Amended: 15 November 2011**

Colac Otway Shire  
Municipal Emergency Management Plan

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**Document Title**

Colac Otway Shire Municipal Emergency Management Plan

**Disclaimer**

Every effort has been made to ensure that all information contained in this management plan is correct and accurate. Colac Otway Shire does not guarantee that this plan is without any emissions or errors and therefore disclaims any liability for any errors, loss or other consequence, which may arise from the use of any information within this document.

**Authorisation for Revisions**

The Municipal Emergency Management Coordinator is the authorised officer for determining revisions to this plan.

**Document Status and Record**

| <b>Revision Code</b> | <b>Date Revised</b> | <b>Sections Revised</b>                                    | <b>Plan Updated By</b>                         |
|----------------------|---------------------|------------------------------------------------------------|------------------------------------------------|
| 1.1                  | 06/11/2006          | Section 1 & 7                                              |                                                |
| 1.2                  | 13/12/2006          | Section 7                                                  |                                                |
| 1.3                  | 07/05/2007          | Section 1<br>Appendix 9                                    |                                                |
| 1.4                  | 28/09/2007          | Complete Review                                            | Municipal Emergency<br>Manager                 |
| 1.5                  | 20/11/2008          | Section 1 & 7                                              | Municipal Emergency<br>Manager                 |
| 1.6                  | 10/11/2009          | Section 1, 2, 3, 7 &<br>Appendix 2, 3, 4, 5 & 8            | Municipal Emergency<br>Manager                 |
| 1.7                  | 18/11/2010          | Complete Review                                            | Municipal Emergency<br>Management Co-ordinator |
| 1.8                  | 16/5/2011           | Part 5 & 6                                                 | Municipal Emergency<br>Management Co-ordinator |
| 1.9                  | 15/11/2011          | Sect. 1, 2, 3, 4, 5 & 7<br>Appendix, 1, 2, 4, 5, 6, 7 & 11 | Municipal Emergency<br>Management Co-ordinator |



Colac Otway Shire  
Municipal Emergency Management Plan

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**Foreword**

The Colac Otway Shire Municipal Emergency Management Plan (**MEMP**) has been developed pursuant to *Section 20 (1)* of the *Emergency Management Act 1986*.

This Plan is one component of a broader framework that enables Colac Otway Shire Council to strengthen its capacity to identify hazards, determine risks, and prepare for emergencies and disasters to strengthen community safety.

Colac Otway Shire is one of the most diverse Municipalities in Victoria, balancing the juxtaposition between the Volcanic Plains and Great Otway National Park and rural and urban areas. The Otway Ranges contain significant remnant native vegetation as do the grasslands of the Western Basalt Victorian Volcanic Plains and internationally listed Ramsar Wetlands. The Shire also takes in stunning sections of the Great Ocean Road on its south eastern and southern boundaries.

Colac Otway Shire Council is committed to working in partnership with the community, emergency services, other agencies and management authorities, to prevent and minimise the occurrence of emergency events and their impacts on community wellbeing, including social, economic and the natural and built environments.

This plan should be read in conjunction with the *Emergency Management Manual Victoria*, which can be found at [www.oesc.vic.gov.au](http://www.oesc.vic.gov.au).

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

Colac Otway Shire  
Municipal Emergency Management Plan

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Colac Otway Shire  
Municipal Emergency Management Plan

## KEY CONTACTS

### Community Emergency Response Contact List

| Emergency                 | 24 hrs       | Website                                                                    |
|---------------------------|--------------|----------------------------------------------------------------------------|
| Police                    | 000          | <a href="http://www.police.vic.gov.au">www.police.vic.gov.au</a>           |
| Fire                      | 000          | <a href="http://www.cfa.vic.gov.au">www.cfa.vic.gov.au</a>                 |
| Ambulance                 | 000          | <a href="http://www.ambulance.vic.gov.au">www.ambulance.vic.gov.au</a>     |
| SES                       | 132 500      | <a href="http://www.ses.vic.gov.au">www.ses.vic.gov.au</a>                 |
| Vic Roads                 | 131 170      | <a href="http://www.vicroads.vic.gov.au">www.vicroads.vic.gov.au</a>       |
| Red Cross                 |              | <a href="http://www.redcross.org.au">www.redcross.org.au</a>               |
| Coast Guard               | 03 9598 7003 | <a href="http://www.coastguard.com.au">www.coastguard.com.au</a>           |
| Barwon Water              | 139 283      | <a href="http://www.barwonwater.vic.gov.au">www.barwonwater.vic.gov.au</a> |
| Wannon Water              | 1300 926 668 | <a href="http://www.wannonwater.com.au">www.wannonwater.com.au</a>         |
| Colac Otway Shire Council | 03 5232 9400 | <a href="http://www.colacotway.vic.gov.au">www.colacotway.vic.gov.au</a>   |

| Miscellaneous                                              | Phone        | Website                                                              |
|------------------------------------------------------------|--------------|----------------------------------------------------------------------|
| <b>HOSPITALS</b>                                           |              |                                                                      |
| Colac Area Health                                          | 03 5232 5100 | <a href="http://www.swarh.com.au">www.swarh.com.au</a>               |
| Apollo Bay Hospital<br>(Otway Health & Community Services) | 03 5237 8500 |                                                                      |
| <b>ENVIRONMENTAL POLLUTION</b>                             |              |                                                                      |
| EPA Victoria                                               | 03 9695 2722 | <a href="http://www.epa.vic.gov.au">www.epa.vic.gov.au</a>           |
| Pollution Watchline                                        | 1800 444 004 | <a href="http://www.epa.vic.gov.au">www.epa.vic.gov.au</a>           |
| EPA Information Centre                                     | 03 9695 2722 | <a href="http://www.epa.vic.gov.au">www.epa.vic.gov.au</a>           |
| <b>UTILITIES (Infrastructure Providers)</b>                |              |                                                                      |
| Electricity– Powercor                                      | 132 412      | <a href="http://www.powercor.com.au">www.powercor.com.au</a>         |
| Gas – SP AusNet                                            | 131 799      | <a href="http://www.sp-ausnet.com.au">www.sp-ausnet.com.au</a>       |
| Telecommunications – Telstra                               | 132 203      | <a href="http://www.telstra.com.au">www.telstra.com.au</a>           |
| <b>OTHER</b>                                               |              |                                                                      |
| Work Safe Victoria                                         | 132 360      | <a href="http://www.worksafe.vic.gov.au">www.worksafe.vic.gov.au</a> |

*For a complete list of all Emergency Contacts (in alphabetical order), see Emergency Contact Directory in Appendix 2*



Colac Otway Shire  
Municipal Emergency Management Plan

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## **MUNICIPAL EMERGENCY MANAGEMENT PLANNING COMMITTEE**

**The information on this page has been removed from public viewing as it contains Private and Confidential information.**

### **Municipal Statement of Endorsement**

This plan has been produced by and with the authority of Colac Otway Shire Council pursuant to *Section 20 (1)* of the *Emergency Management Act 1986*.

The Colac Otway Shire understands and accepts its roles and responsibilities as described in *Part 4* of the *Emergency Management Act 1986*.

This plan is a result of the cooperative efforts of the Municipal Emergency Management Planning Committee (**MEMPC**) after consultation with those agencies and organisations identified therein.

**This Plan was adopted by the Colac Otway Shire Council on the --- day of --- 2011.**

**Rob Small**

Chief Executive Officer

Date: -- December 2011

**Jack Green**

MEMPC Chairman

Date: -- December 2011

**Stuart Hart**

Councillor

-- December 2011

### **Audit Report**

The Colac Otway Shire MEMP was submitted to the Victoria State Emergency Service for audit pursuant to the requirements of *Section 21A* of the *Emergency Management Act 1996*.

The plan was audited in accordance with the provisions of the guidelines issued by the Coordinator in Chief of Emergency Management (August 1995) and a report detailing the results of the audit were forwarded to the Colac Otway Shire.

This revised version of the plan was endorsed by the MEMPC on 17 November 2011.

Colac Otway Shire  
Municipal Emergency Management Plan

PART 1 - INTRODUCTION

Audit Certificate issued on 21 April 2011.



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## PART 1 - INTRODUCTION

### 1.1 Municipal Emergency Management Plan Vision/Mission, Goals, Objectives, and Strategies

#### Vision/Mission Statement

*Ensuring that emergency management makes a significant contribution to community safety in Colac Otway*

#### Goals

The Colac Otway Shire MEMP seeks to achieve:

- better understanding of the community and the environment;
- reduction of risks in the Municipal district;
- improved community resilience and self-reliance;
- more productive partnerships between community safety stakeholders;
- better integration of various community safety and well-being programs; and
- alleviation of the consequences of emergency events on the community.

#### Objectives

The Colac Otway Shire MEMP has the following objectives that will support actions that directly contribute to the achievement of the identified goals, such as:

- identify and treat potential risks to the community and the environment;
- develop and administer programs that reduce the community's vulnerability and increase its capacity for resilience and self-reliance;
- link more closely emergency management and other community safety programs and promote synergies; and
- contribute to the management of emergency events.

#### Strategies

The Colac Otway Shire MEMP will develop Strategies to work toward achieving the objectives by:

- detailing the risk analysis and treatment processes;
- developing a resilience and vulnerability profile;
- conducting the Municipal Emergency Management Planning process;
- developing ideas for involving the community in this process;
- identifying Municipal resources to be used in emergency response and recovery.

### 1.2 The Role of Local Government in Emergency Management

Councils have emergency management responsibilities because they are the closest level of government to their communities and have access to specialised local knowledge about the environment and demographic features of their districts. People also naturally seek help from their local Council and emergency management agencies during emergencies and the recovery process.

Emergency management responsibilities of Councils include:

#### **General**

- pursuing community safety as a corporate objective;
- promoting a risk based approach to community safety and emergency management; and

- utilising building and planning processes to promote community safety and emergency management objectives and priorities.

**Risk Management**

- identifying, analysing, evaluating and treating risks.

**Planning and Preparation**

- managing residual risk;
- preparing the MEMP;
- ensuring appropriate Council resources (including contracted) are available for use in emergencies and supported by operational and financial systems; and
- conducting testing of the MEMP and exercising emergency management arrangements.

**Response**

- supporting emergency response agencies.

**Recovery**

- supporting the community's recovery from emergencies.

### **1.3 Emergency Management Activities**

The Emergency Management Activities diagram as shown in figure 1 identifies how the elements of Prevention, Response and Recovery inter-relate and where they intersect. Figure 1 also shows, prevention strategies can be incorporated into recovery activities, (e.g. rebuilding bushfire destroyed houses in a fire-safe manner).

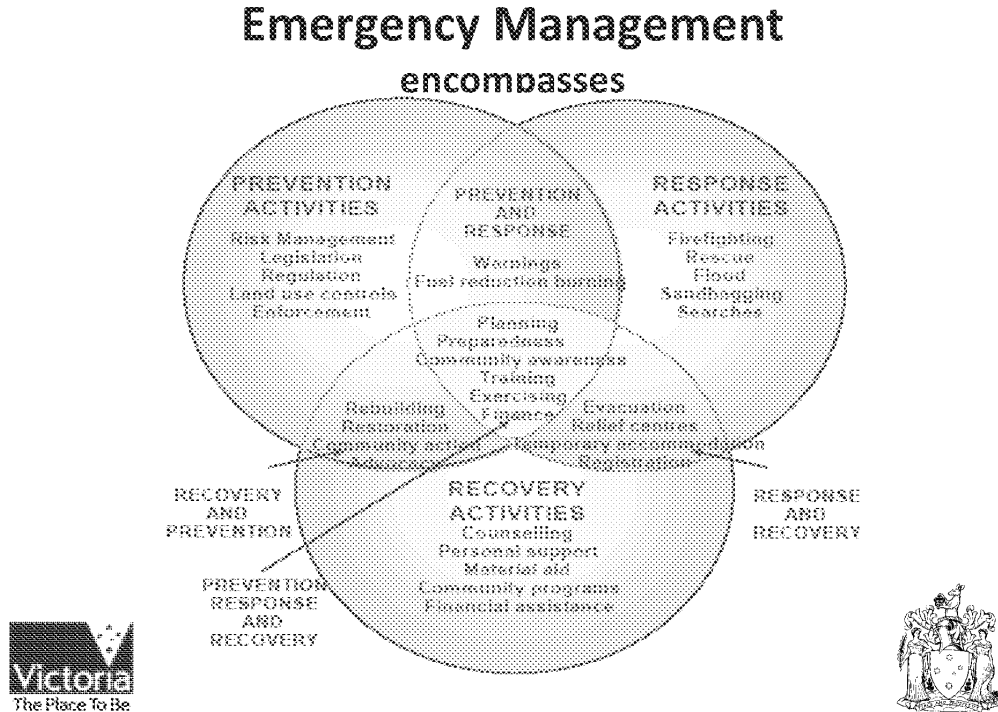
Response activities commence as soon as possible after the time of impact, escalate to full effort quickly, and often cease promptly when the emergency has been dealt with, and/or affected people have been rescued or evacuated.

Recovery activities commence at or soon after the time of impact, and escalate to full effort more gradually and often later than response activities. Recovery activities may continue for a considerable period of time, gradually tapering off and merging into normal community activities weeks, months or even years after impact.

Although considered phases or stages of emergency management, prevention, response and recovery are in fact clusters of activities. They take place as needed and do not necessarily follow one another in a sequential order.



Figure 1: Emergency Management Activities - Examples of emergency management activities demonstrating the inter-relationship between the components of emergency management



Source: Emergency Management Manual Victoria

## 1.4 Municipality Overview

### 1.4.1 General

Colac Otway Shire is located in the south-west of Victoria, approximately 150 kilometres from Melbourne. Colac Otway Shire is bounded by Golden Plains Shire in the north, Surf Coast Shire in the east, the Southern Ocean in the south, and Corangamite Shire in the west.

Colac Otway Shire includes the townships and rural localities of Aire Valley, Alvie, Apollo Bay, Balintore, Barongarook, Barongarook West, Barramunga, Barwon Downs, Barunah Plains, Beec, Beech Forest, Birregurra, Bungador, Cape Otway, Carlisle River, Carpendeit, Chapple Vale, Colac, Colac East, Colac West, Coragulac, Cororooke, Corunnun, Cressy, Cundare, Cundare North, Dreeite, Dreeite South, Elliminyt, Eurack, Ferguson, Forrest, Gellibrand, Gellibrand Lower, Gerangamete, Glenaire, Grey River, Hordern Vale, Irrewarra, Irrewillipe, Irrewillipe East, Jancourt East, Johanna, Kawarren, Kennett River, Larpent, Lavers Hill, Marengo, Mount Sabine, Murroon, Nalangil, Ombersley, Ondit, Pennyroyal, Petticoat Creek, Pirron Yallock, Separation Creek, Simpson, Skenes Creek, Skenes Creek North, Stonyford, Sugarloaf, Swan Marsh, Tanybryn, Warncoort, Warrion, Weaproinah, Weering, Whoorel, Wingeel, Wongarra, Wool Wool, Wyelangta, Wye River, Yeo, Yeodene and Yuulong.

Unique beauty and character is a feature of the areas within the Colac Otway Shire – one of the most picturesque Municipalities in the State. The geography of the Shire varies from lush plains in the north to the rugged and beautiful Otway Ranges in the south with its spectacular coastline. As the gateway

to the Otway Ranges and the Western Plains, Colac is the largest town in the hinterland region and is the commercial centre for the Shire's vast range of industry and primary producers.

Colac Otway Shire is a rural, residential and resort area. The Shire encompasses a total land area of approximately 3,500 square kilometres, of which a large proportion is Crown Land (43%) including the Great Otway National Park. Much of the rural area is used for timber production 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.

Industry is supported by comprehensive infrastructure including rail, road, air and sea transport.

The Municipality is serviced by three major roads – the Hamilton Highway, Princes Highway and Great Ocean Road, as well as rail passenger and freight facilities and a vast network of road transport operations.

#### **1.4.2 Topography**

The Colac Otway Shire is one of the most picturesque Municipalities in the State of Victoria. As the gateway to the Otways and Western Plains, containing National, State and Regional parks, part of an extensive inland lake system, the seaside attractions of Apollo Bay and the Great Ocean Road, the Colac Otway Shire has a major tourist industry supporting these natural resources.

The Great Ocean Road includes huge cliffs, roaring seas, tranquil coves and safe swimming beaches. It passes through a number of coastal villages including Kennett River, Wye River, Skenes Creek, and Apollo Bay. The Otway Ranges form the backdrop to these popular holiday destinations.

#### **1.4.3 Economic Development**

The Shire provides diverse employment opportunities through a range of primary industries, tourism and commercial and community services. The region is well supplied with existing infrastructure in terms of power and water and is well placed to take advantage of future proposals to extend the natural gas grid.

The Shire is located along three key traffic routes - Princes Highway, Hamilton Highway and the Great Ocean Road. There is a regular railway service between Colac and Melbourne to the east and Warrnambool to the west. The Shire has excellent access to the Melbourne and Avalon Airports. This transport network provides the Shire and its industries excellent access to both domestic and international markets.

#### **1.4.4 Demography**

The Shire is a cool temperature zone with the temperature averaging 26°C in summer and 12°C in winter. The average annual rainfall is 722mm for Colac and 2000mm for Weeaprainah.

Colac Otway Shire has a population of approximately 20,500 people. The seasonal variation in population along the coast can be significant (see table below), which indicates the approximate population of the main townships within Colac Otway Shire.

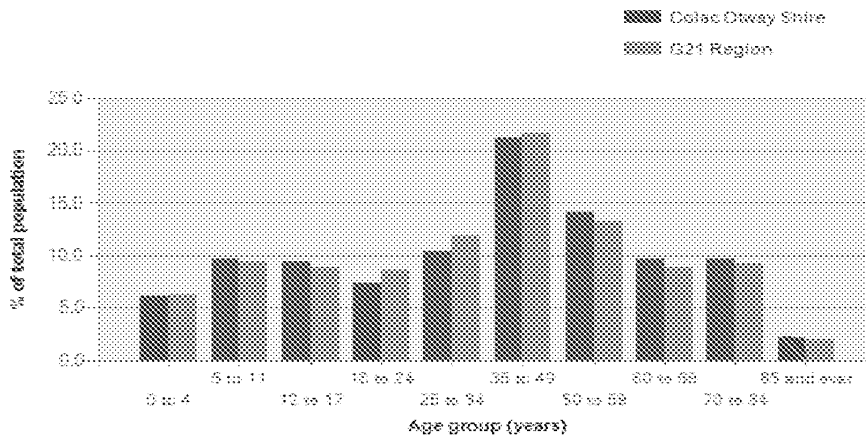
Table 1: Population distribution throughout Colac Otway Shire

| Town                      | Population    |
|---------------------------|---------------|
| <b>Apollo Bay/Marengo</b> | <b>1375</b>   |
| Birregurra                | 466           |
| Beeac                     | 200           |
| Beech Forest              | 80            |
| <b>Colac/Elliminyt</b>    | <b>12,000</b> |
| Cressy                    | 123           |
| Carlisle River            | 100           |
| Cororooke                 | <b>136</b>    |
| Forrest                   | 167           |
| Gellibrand River          | 160           |
| Lavers Hill               | 90            |
| Skenes Creek              | <b>160</b>    |
| Wye River/Kennett River   | 260           |
| Other Regional Areas      | 5136          |

Source: Australian Bureau of Statistics. Census of Population and Housing 2006.

The graph below shows the age structure of Colac Otway Shire in comparison to that of other Municipalities within the G21 Area. It is important to note the ageing population.

Figure 2: Age structure of Colac Otway Shire and G21 Region, 2006 (Enumerated data)



Source: Australian Bureau of Statistics, 2006 Census of Population and Housing (Enumerated)

G21 is the formal alliance of government, business and community organisations, working together to improve people's lives in the Geelong Region. It is funded by the five regional Councils - Colac Otway, Surf Coast, Golden Plains, Greater Geelong and Queenscliff.

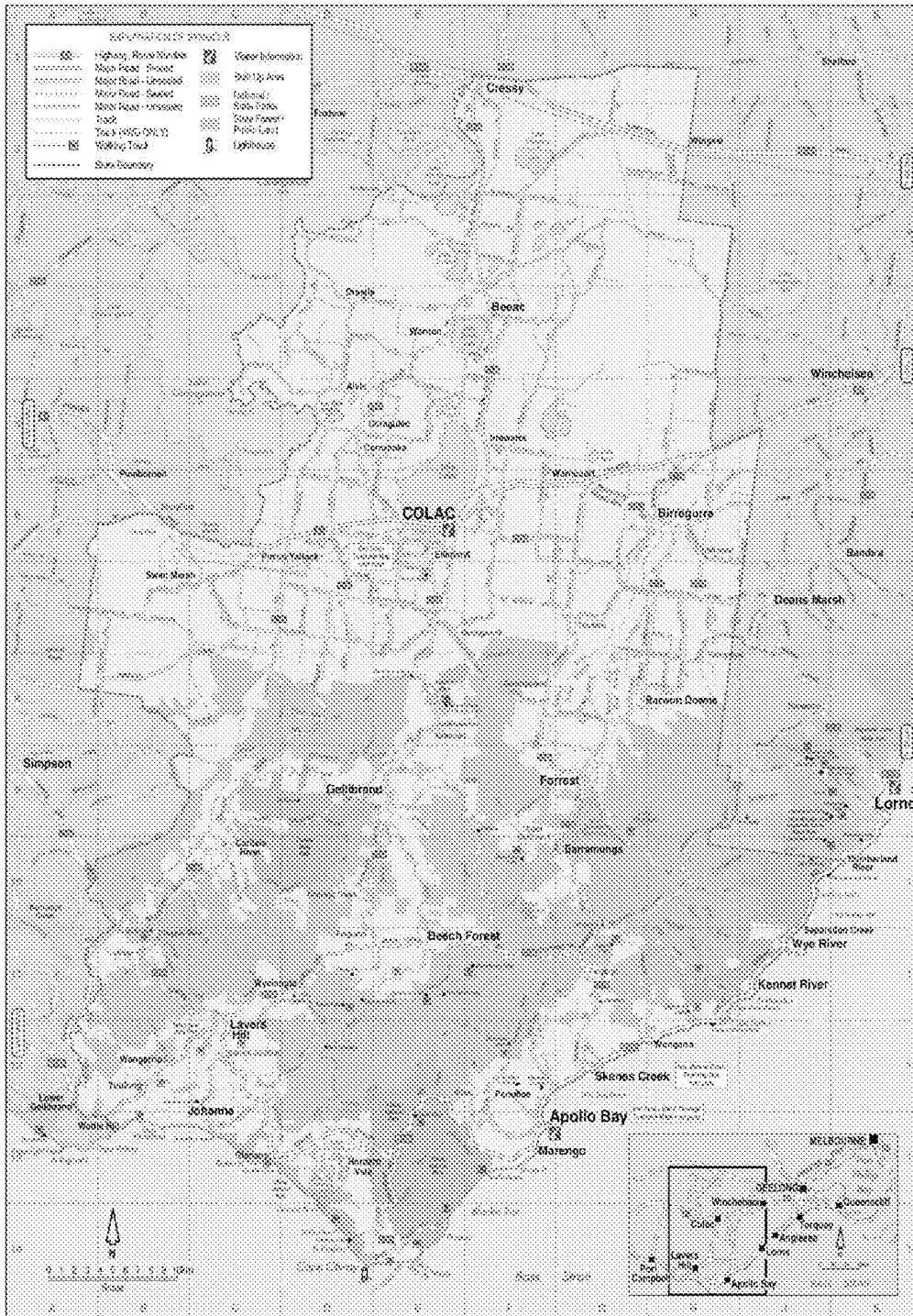
1.4.5 Maps

A set of maps detailing the area covered by this plan can be found at <http://www.ubspatial.com.au/cos/> alternatively refer to Spatial Visions VICMAP Book South West Region for a complete coverage of Colac Otway Shire.

Figure 3: Map of geographic area covered by Colac Otway Shire

Colac Otway Shire  
Municipal Emergency Management Plan

PART 1 - INTRODUCTION



#### 1.4.6 History of Emergencies

History shows that the Shire is prone to fires both in the grasslands in the north and the forested areas throughout the south. From early in the century the Shire has suffered significant losses of life, property and livestock in the significant fires of 1919, 1939, 1944, 1977 and the Ash Wednesday Fire of 1983.

Bass Strait, which forms the southern boundary of the Shire, has a history of maritime disasters dating back to the settlement of Victoria. With improvements in maritime technology and navigation the risk of shipwreck has somewhat diminished although the potential for emergencies including oil spills at sea is ever present.

The extensive road network within the Shire includes the Hamilton Highway, Prices Highway and Great Ocean Road and many other roads that have increasing amount of tourist traffic. The risk of road accidents is ever present and occurs regularly.

#### 1.5 Purpose of the Plan

The economic and social effects of emergencies including loss of life, destruction of property, and dislocation of communities are inevitable.

The purpose of this Plan is to detail Colac Otway Shire's role and agreed arrangements for the policies, principals, arrangements, plans and procedures for the management of emergencies and disasters in the Colac Otway Shire's area of responsibility. It addresses the prevention of, response to and recovery from emergencies and disasters that could occur within the Municipality of Colac Otway Shire and is the result of the collaborative efforts of the MEMPC.

In achieving this, Colac Otway Shire acknowledges the linkages between this Plan and the broader emergency, risk management and community safety context. This Plan is to be read in conjunction with Council's Risk Management Policy, Municipal Fire Prevention Plan (MFPP), Relief and Recovery Plan, Influenza Pandemic Plan, Public Health Emergency Management Plan, Heatwave Strategy and Action Plan and Neighbourhood Safer Places Plan.

#### 1.6 Regional, State and Commonwealth Links

The Government of Victoria is primarily responsible for emergency management. Under the Constitution, States and Territories have responsibility for the safety and welfare of their citizens. The legislative mandate for Emergency Management in Victoria is the *Emergency Management Act 1986*. This is supported by the *Emergency Management Manual Victoria (EMMV)*.

The Office of the Emergency Services Commissioner (OESC) provides leadership in emergency management for Victoria, with specific responsibilities for ensuring the delivery of efficient, equitable and integrated fire and emergency services.

Regional Emergency Management is managed primarily through the Barwon South West Regional Emergency Management Response Plan.

Recovery from Emergencies is supported by the Department of Human Services (DHS) Barwon South Western Region Emergency Recovery Plan this is the primary State Government reference.



## 1.7 Maintenance of the Plan

### 1.7.1 Authority

This Plan is developed by the Colac Otway Shire MEMPC, pursuant to *Section 20 Part 4* of the *Emergency Management Act 1986*.

Council adopts this Plan on the basis of endorsement provided by the MEMPC.

This plan is administered by Council's Environment and Community Safety Unit. All enquiries should be addressed to:

Executive Officer Municipal Emergency Management Planning Committee  
Colac Otway Shire Council  
PO Box 283  
Colac VIC 3250  
Phone: 03 5232 9400

### 1.7.2 Monitoring and Review of the Plan

The Colac Otway Shire MEMP is reviewed annually, or after an emergency which has utilised any part of this Plan. All reviews ensure linkages with Council's broader emergency, risk management and community safety frameworks.

Annual reviews focus on continuous improvement, changes to previously identified hazards, newly identified hazards, processes, policies and the accuracy of contact details in the Emergency Contact Directory. Any major review is undertaken by a working group consisting of members of the MEMPC.

All updates are undertaken by the Municipal Emergency Management Coordinator (**MEMC**) and tabled at MEMPC meetings. Organisations and departments delegated with responsibilities in the plan are requested to notify the MEMPC Executive Officer of any changes of detail (eg. Contact information), as they occur.

If the plan is used as a result of an emergency, a review will be undertaken to ensure that opportunities for improvement are identified and addressed.

Amendments are produced and distributed by Colac Otway Shire as per the MEMP Amendment and Distribution List in Appendix 3.

## 1.8 Audit Requirements for the Plan

### 1.8.1 Purpose of the Audit

The audit process is designed to stimulate quality Municipal emergency management planning in a positive, non-punitive way. It advises and supports Councils in their efforts to serve their communities.

### 1.8.2 Audit of the Plan

The plan is audited pursuant to *Section 21* of the *Emergency Management Act 1986* by the Director, Victoria State Emergency Services every three years.

The MEMPC is responsible for ensuring the plan complies with the guidelines. The Act also requires that the auditor obtain comments on each Municipal plan from the Regional Emergency Response Planning Committee and the Regional Recovery Committee.



### **1.8.3 Audit Report**

Each audit report will indicate whether the plan:

- complies fully or more than adequately with the guidelines;
- complies adequately with the guidelines, but the plan or planning process needs improvement; or
- the plan falls short of the guidelines standards, and outlines areas that should be addressed in order for Council to meet its statutory obligations.

### **1.8.4 Response to Audit**

Under *Section 21A (3)* of the *Emergency Management Act*, each Municipal Council must respond in writing to an audit report within three months of receiving it. If the audit is qualified, Councils should indicate in their response how they intend to remedy any deficiencies.

## **1.9 Testing of the Plan**

Arrangements pertaining to this Plan are tested a minimum of once per annum, under the auspices of the Colac Otway Shire MEMPC. Any procedural anomalies or shortfalls encountered during the exercises, tests or assessments are addressed and rectified at the earliest opportunity.

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## PART 2 – ROLES AND RESPONSIBILITIES

### 2.1 Introduction

This section identifies specific emergency management roles and responsibilities, as determined in the *Emergency Management Act 1986*, and details the management of emergencies within Colac Otway Shire.

### 2.2 Environment and Community Safety Unit

Council's Environment and Community Safety (E&CS) Unit has the role of ensuring appropriate emergency management mechanisms and processes are in place for all aspects of management. The E&CS Unit is integral to Council's capacity to establish a coordinated approach in identifying and mitigating risks, preventing, planning for, responding to, and recovering from an emergency.

The E&CS Unit sits within Council's Sustainable Planning and Development Unit and includes staff whose primary role is emergency management and community safety. These include the Manager for E&CS, the MEMC, Municipal Emergency Management Officer (MEMO) and Assistant Municipal Fire Prevention Officer/s (MFPO).

The E&CS Unit works closely with the Municipal Emergency Resource Officer (MERO), Municipal Recovery Manager (MRM), Municipal Emergency Response Coordinator (MERC), and key stakeholders to develop plans and prepare for emergency events.

### 2.3 Municipal Emergency Management Planning Committee

The Colac Otway Shire MEMPC has been established pursuant to the *Emergency Management Act 1986, Sections 21(3) & (4)*.

The MEMPC is chaired by Colac Otway Shire General Manager, Sustainable Planning and Development. Membership of the committee is shown on page 9 of this document.

The MEMPC is one component of a broader structure that enables appropriate planning, response and recovery activities and arrangements at local and regional levels, with sub-committees and working groups who are responsible for planning for fire management, flood management, and relief and recovery.

Figure 4 shows the MEMPC committee structure and the vertical and horizontal links to other committees.

#### 2.3.1 Role of the Municipal Emergency Management Planning Committee

It is *not* the role of the MEMPC to manage emergencies. This is the responsibility of the agencies and personnel identified under the response and recovery arrangements.

The MEMPC is required to prepare the MEMP, which documents response and recovery operational arrangements, and to ensure that arrangements outlined in the plan are adequately provided for. The committee has an ongoing role to review and amend the operational components of the plan.

**2.3.2 Frequency of Municipal Emergency Management Planning Committee Meetings**

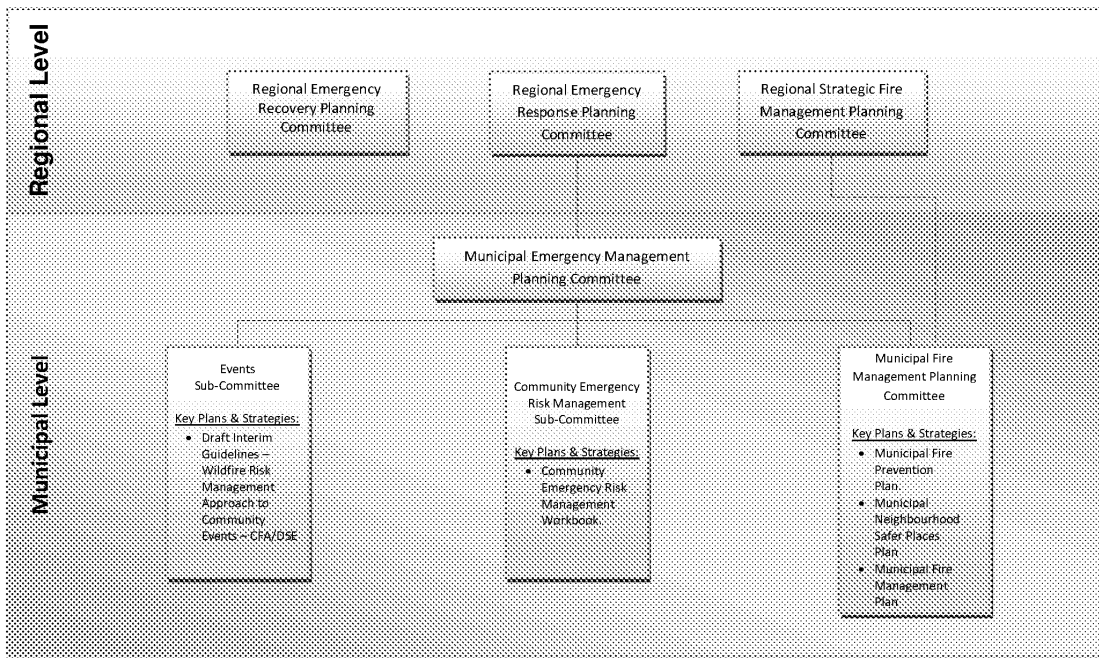
The MEMPC has determined that the committee shall meet at least four times each year. The meetings are held on the third Thursday in February, May, August and November of each year at Colac Otway Performing Arts Cultural Centre (COPACC), Rae Street, Colac.

**2.4 MEMPC Specialist Sub-Committees**

The MEMPC Committee has three specialist sub-committees currently undertaking specific work.

1. Community Emergency Risk Management (CERM) Sub-Committee
  - Responsible for the development of the CERM
2. Municipal Fire Management Planning Committee (MFMP)
  - Responsible for developing the Municipal Fire Management Plan (MFMP)
3. Event Sub-Committee
  - Responsible for reviewing the CFA/DSE Event Management and Wildfire Trial Guidelines.
  - Overseeing broader emergency management for events.

Figure 4: Colac Otway Shire Emergency Management Committee Structure



**2.5 Fire and Emergency Management Group – Internal MEMPC**

The Fire and Emergency Management Group is made up of key Council staff, membership includes the General Manager Sustainable Planning and Development, Manager Environment and Community Safety, Manager Information Services, Municipal Emergency Management Coordinator, Manager Health and Community Services, Manager Organisational Support and Development and Municipal

Emergency Management Officer. This group meets regularly and shares information relating to emergency management within Council.

## **2.6 Municipal Emergency Personnel**

This section summarises the roles carried out by key Municipal emergency personnel. Detailed Role Statements can be found in Appendix 4 of this Plan.

### **2.6.1 Municipal Emergency Manager**

The role of the Municipal Emergency Manager (**MEM**) is undertaken by the General Manager Sustainable Planning and Development to establish a more coordinated approach to emergency management processes and practices across the organisation.

### **2.6.2 Municipal Emergency Management Coordinator**

The MEMC plays an integral role in the overall coordination of prevention of, and planning for emergencies and is responsible for the continuous improvement of the Colac Otway Shire MEMP, Municipal Fire Prevention Plan (**MFPP**) Municipal Fire Management Plan (**MFMP**) and Municipal Neighbourhood Safer Places Plan (**MNSPP**), which includes their development, review and evaluation. The MEMC also has responsibility for coordinating emergency preparedness activities relating to the Municipal Emergency Coordination Centre (**MECC**), and Emergency Relief Centres (**ERCs**), staff training and emergency infrastructure.

### **2.6.3 Municipal Fire Prevention Officer**

Colac Otway Shire has appointed the MEMO as the Municipal Fire Prevention Officer (**MFPO**) in accordance with *Section 96A* of the *Country Fire Authority Act 1958*.

### **2.6.4 Municipal Emergency Resource Officer**

Council has delegated the role of MERO to key Council personnel pursuant to *Section 21(1)* of the *Emergency Management Act 1986*.

The MERO has responsibility for the coordination of Municipal resources in emergency response, and is required to take an active role in on-going emergency planning as an emergency continues.

The MERO has full delegation of powers to deploy and manage Council's resources during emergencies.

### **2.6.5 Municipal Recovery Manager**

Council has delegated the function of MRM to key Council personnel to ensure a responsive and coordinated approach to the delivery of recovery services and activities across the Municipality.

The MRM has responsibility for the coordination of Municipal resources to assist emergency recovery activities, and is required to take an active role in on-going emergency planning as an emergency continues. The MRM may delegate duties to provide for effective management of recovery functions.

### **2.6.6 Deputy MERC, MERO and MRM**

In the event of the MERC, MERO and MRM being required to undertake other functions such as planning, attending meetings or briefing sessions, Deputy MERCs, MEROs and MRMs will be required to undertake the roles of MERC, MERO and MRM within the MECC. Deputy MEROs and/or MRMs may also be required to fulfil other functions, for example, attend community information sessions, assist operational officers or undertake inspections of ERCs.

**2.6.7 MECC Facility Manager**

The MECC Facility Manager has responsibility for ensuring all systems relating to the running of the MECC are operating in a manner that is conducive to supporting emergency response, relief and recovery efforts.



## PART 3 – PLANNING AND PREPAREDNESS

### 3.1 Introduction

This section identifies specific prevention and preparedness activities and arrangements for the management of emergencies within Colac Otway Shire.

Prevention is the planning and implementation of measures necessary to minimise the occurrence of, and mitigate the effects of, an emergency on the community and environment. Responsibility for oversight of mitigation activities at a State level has been assigned to the State Emergency Mitigation Committee (SEMC)

Local government's role in mitigation is significant. Mitigation strategies need to be based on a detailed knowledge of the local community; its characteristics, strengths and vulnerabilities, as well as a detailed appreciation of the risks faced by that community. Local government is seen as being in the best position to develop such mitigation strategies.

Colac Otway Shire plans for emergencies in collaboration with members of the MEMPC. A comprehensive risk management process supports and informs this approach and includes hazard 'expertise' input.

### 3.2 Risk Management

#### 3.2.1 Introduction

In recent years, emergency risk management has been widely adopted as a tool in emergency management. Risk Management provides an understanding of hazards and associated risks and is fundamental to effective planning for emergencies.

The concept of risk has two elements:

- the likelihood of something happening; and
- its consequences.

Emergency risk is a function of the interaction of hazards, both natural and technological, and the elements at risk: people, their structures and the environment.

#### 3.2.2 Community Emergency Risk Management

To complement the emergency management process and as a means of minimising or eliminating risks within the Municipality the MEMPC is tasked with carrying out an initial assessment and subsequent reviews to identify existing and potential risks.

The process used, is titled Community Emergency Risk Management (CERM) and is based on the International Standard ISO 31000:2009 Risk Management Principals and guidelines, facilitated by VICSES.

The objective of this Standard is to provide guidance to enable public, private or community enterprises, groups and individuals to achieve:

- a more confident and rigorous basis for decision-making and planning;
- better identification of opportunities and threats;
- gaining value from uncertainty and variability;
- pro-active rather than re-active management;

- more effective allocation and use of resources;
- improved incident management and reduction in loss and the cost of risk, including commercial insurance premiums;
- improved stakeholder confidence and trust;
- improved compliance with relevant legislation; and
- better corporate governance.

A hazard analysis and risk assessment of perceived threats to the Municipality has been conducted by the MEMPC. The process has resulted in a risk register, which identifies risks, has an analysis and evaluation of the risks, and shows risk treatments. The community has been involved via a process of communication and consultation. Identified risks are given a risk rating. A summary of the identified risks in each level is provided below:

**Table 2: CERM Identified Risks**

| Hazard                                                              | Date compiled | Date Reviewed | Risk Rating      | Action Plan No. |
|---------------------------------------------------------------------|---------------|---------------|------------------|-----------------|
| Fire<br>(Bushfire & Grassfire)                                      | February 2008 | 18/8/2011     | High – A3        | 1               |
| Accident – Transport<br>(Air, Rail, Road, Sea)                      | February 2008 |               | A4 - E           | 2               |
| Accident – Workplace /Industrial                                    | February 2008 |               | A4 - E           | 3               |
| Fire – Structural<br>(Residential & Industrial)                     | February 2008 | 18/8/2011     | High – A3        | 4               |
| Pollution – Air                                                     | February 2008 | 21/9/2011     | Moderate - C2    | 6               |
| Marine<br>(Drowning, Boat Accident)                                 | February 2008 |               | B4 - E           | 7               |
| Drought                                                             | February 2008 | 19/7/2011     | Significant – C3 | 8               |
| Plague<br>(Animal, Human, Plant, Insect)                            | February 2008 |               | C4 - E           | 9               |
| Pandemic                                                            | February 2008 |               | D5 - E           | 10              |
| Mass Gathering                                                      | February 2008 |               | A2 - H           | 11              |
| Civil Disturbance                                                   | February 2008 |               | A2 - H           | 12              |
| Landslide                                                           | February 2008 | 17/6/2011     | Significant – B2 | 13              |
| Infrastructure Failure                                              | February 2008 |               | B3 - H           | 14              |
| Pollution – Water                                                   | February 2008 | 21/9/2011     | Significant – A2 | 15              |
| Severe Weather<br>(Electrical, Wind, Torrential Rain, Hail - Storm) | February 2008 | 19/7/2011     | Significant – B2 | 16              |
| Hazardous Materials<br>(Spills, Leak or Emission)                   | February 2008 | 21/9/2011     | Significant – C3 | 17              |
| Missing Persons                                                     | February 2008 |               | B2 - H           | 18              |
| Bridge Collapse                                                     | February 2008 |               | C3 – H           | 19              |
| Building Collapse                                                   | February 2008 | 17/6/2011     | Significant – C3 | 19              |
| Human – Malicious/Wilful                                            | February 2008 |               | C3 - H           | 20              |
| Storm Surge                                                         | February 2008 | 19/7/2011     | Moderate – C2    | 21              |
| Economic Recession or Depression                                    | February 2008 |               | D4 - H           | 22              |
| Dam Failure – Storage                                               | February 2008 |               | E4 – H           | 23              |
| Flooding                                                            | February 2008 | 19/7/2011     | Moderate – C2    | 24              |
| Human – Misadventure                                                | February 2008 |               | C2 - M           | 25              |
| Epidemic<br>(Human, Animal, Plant)                                  | February 2008 |               | D3 - M           | 27              |
| Explosion                                                           | February 2008 |               | E3 - M           | 28              |
| Earthquake                                                          | February 2008 | 17/6/2011     | Moderate – E3    | 30              |
| Dam Failure – Farm                                                  | February 2008 |               | E2 – L           | N/A             |
| Extreme Temperatures                                                | February 2008 |               | D2 – L           | N/A             |
| Marine – Large Vessel Incident                                      | February 2008 |               | E2 - L           | N/A             |
| Pollution - Land                                                    | February 2008 |               | C1 - L           | N/A             |

The intended outcome of this process is the development of risk reduction strategies that enhance community safety within Colac Otway Shire. This process is not intended to exclude any form of emergency and to this end; this document has adopted a flexible “*all hazards approach*”.

The risk management process is subject to minor reviews and should undergo a major review at least once every 3 years, between audits.

The progress of implemented treatment options is monitored by the MEMPC through reports provided by the MEMC at each MEMPC meeting.

For more detailed information on this process and its outcomes refer to the Colac Otway Shire CERM Workbook held by the Executive Officer (MEMC).

### 3.3 Vulnerable Groups - Definition

Resilience is the capacity of a group or organisation to withstand loss or damage or to recover from the impact of an emergency or disaster. *Vulnerability* is a broad measure of susceptibility to suffer loss or damage. The higher the resilience, the less likely damage may be, and the faster and more effective recovery is likely to be. Conversely, the higher the vulnerability, the more exposure there is to loss and damage (*Department of Human Services, 2000*).

The following groups are generalisations which may be considered as vulnerable:

- **The aged**  
Particularly the frail – in terms of mobility and physical capacity.
- **The very young**  
Infants, babies and young children (especially 0-1 year olds , but vulnerability exists until at least four years of age in terms of managing their own recovery and in getting access to information and resources.
- **The disabled**  
Intellectual, psychiatric, and physical – in terms of managing their own recovery and in getting access to information and recourses.
- **The poor , or people with limited resources to meet essential needs**  
In terms of having the financial and physical resources to achieve recovery or to protect themselves against loss.
- **Non-English speaking**  
In terms of understanding the potential risks and in gaining access to information.
- **Low socioeconomic**  
Is based on family income, parental education level, parental occupation, and social status in the community (such as contacts within the community, group associations (and the communities perception of the family).
- **The socially isolated**  
In terms of having family and friends that can provide personal and physical support.
- **The physically isolated**  
In terms of having ease of access to resources, or in terms of being able to call on assistance from other members of the community or agencies.
- **The seriously ill**  
In terns of already being in need and having a very low capacity to carry our protective or recovery activity. Particularly cardiovascular, respiratory or renal disease.

- **People dependant on technology –based life support systems**  
In terms of already being in need and having a very low capacity to carry our protective or recovery activity or being dependant on systems over which they have no control.
- **Single parent families**  
Having to manage a range of demands with limited support.
- **People with inadequate accommodation**  
In terms of being already in strained circumstances and with existing high levels of need and support.
- **Those of holiday and travelling**  
Particularly those in tent and caravan resorts – in terms of being absent from their own communities and resources.
- **Tourists from overseas**  
Being in an unfamiliar environment with little knowledge of how to access resources and support.

### 3.3.1 Vulnerable Community/Facility Listing – (Bushfire Risk Areas)

Colac Otway Shire has identified vulnerable individuals for which the shire directly provides Health and Community Care (HACC) services. A database of individuals is regularly updated and available to response agencies in the event or possible event of a major incident. To access this database contact the rostered on-call Older Persons and Ability Support Services Officer on: Mobile: 0428 535 477

The Shire also has identified external health and community agencies that provide direct services to vulnerable individuals within the municipality. Each of these agencies maintains their own lists of clients receiving various services. A register of these agencies and their contact details can be found in Appendix 5.

A register of facilities, where vulnerable people are likely to be situated – for example, aged care facilities, hospitals, schools and childcare centres can be found in Appendix 5.

## 3.4 Prevention

Prevention of emergencies includes a range of activities that require the allocation of resources (human and financial) and multi agency support to ensure a coordinated and well planned approach to hazard mitigation and risk reduction.

Prevention takes many forms, including legislation, risk mitigation activities, programs and plans. Much of this work is integrated within everyday business and activities of services, agencies and the community.

Colac Otway Shire and key agencies develop and implement a range of plans and initiatives that ensure appropriate prevention/mitigation activities are conducted regularly. The following points are examples of plans and activities developed and implemented by Council and other agencies:

- Municipal Fire Prevention Plan;
- Municipal Fire Management Plan;
- Annual Fire Management Program ;
- Community Emergency Risk Management Workbook; and
- Fire Operations Plan.

### 3.5 Preparedness

Preparedness for emergencies includes a range of activities that require the allocation of resources (human and financial) and the support of agencies to ensure a coordinated and well planned approach.

Preparedness takes many forms, including planning, training, exercising, purchase of infrastructure and the development and implementation of programs. Whilst much of this work is integrated within the everyday business and activities of Council and agencies, community preparedness is an important component.

Colac Otway Shire, and key agencies develop and implement a range of plans and initiatives that ensure they, and the community are appropriately prepared for emergencies. The following points are examples of plans and activities developed and implemented by Council and other agencies:

- Exercises and training;
- Township Protection Plans (**TPPs**);
- Relief and Recovery Plan;
- Municipal Neighbourhood Safer Places Plan (**MNSPP**); and
- Birregurra Flood Sub Plan.

### 3.6 Community Education

Community education is a vital component of prevention and preparedness. The development of relevant and appropriate community education resources and activities empower the community and enhance their resilience through being well informed and therefore equipped emotionally and physically for an emergency. Resilient communities are well prepared, better able to respond to an emergency, and therefore better able to recover from the impacts of an emergency.

Colac Otway Shire together with emergency management services/agencies actively engage the community through a range of mechanisms including community programs and projects, media releases, advertisements, Councils website and Service Networks.

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## PART 4 – RESPONSE ARRANGEMENTS

### 4.1 Introduction

The *Emergency Management Act 1986 Section 4A* defines emergency response as the combating of emergencies and the provision of rescue and immediate relief services. Emergency response provides the mechanism for the escalation of appropriate resources to cope with emergencies throughout the State.

In Victoria, the State Emergency Response Coordinator (Chief Commissioner of Police) is the officer nominated to request Commonwealth physical assistance. During a state of disaster, the Coordinator in Chief (Minister for Police and Emergency Services) is also authorised but may delegate that responsibility to the State Emergency Response Coordinator. The Chief Commissioner of Police can further delegate his/her authority to a nominated Deputy Commissioner and/or the Duty Commissioner of Police.

This section details Colac Otway Shire's arrangements for response to an emergency.

### 4.2 Municipal Emergency Coordination Centre

Provision of the MECC functions may in the first instance be conducted remotely. In the event of an emergency the MERC may request activation of the MECC.

The primary role of the MECC is to coordinate the provision of human and material resources within the Municipality during emergencies. It will also maintain an overall view of the operational activities within this Plan's area of responsibility, for recording, planning and debrief purposes. The MECC may also become operational during support operations to a neighbouring Municipality. Administrative staff for the MECC will be drawn from Municipal employees, and in the event that the scale of an emergency requires the MECC to be open for a protracted period of time, staff from other Municipalities will be utilised via the Municipal Association Victoria's (MAV) Inter Council Resource Sharing Protocols and MOUs with neighbouring Municipalities. The MECC can only be activated at the request of the MERC in consultation with the MERO and /or MRM.

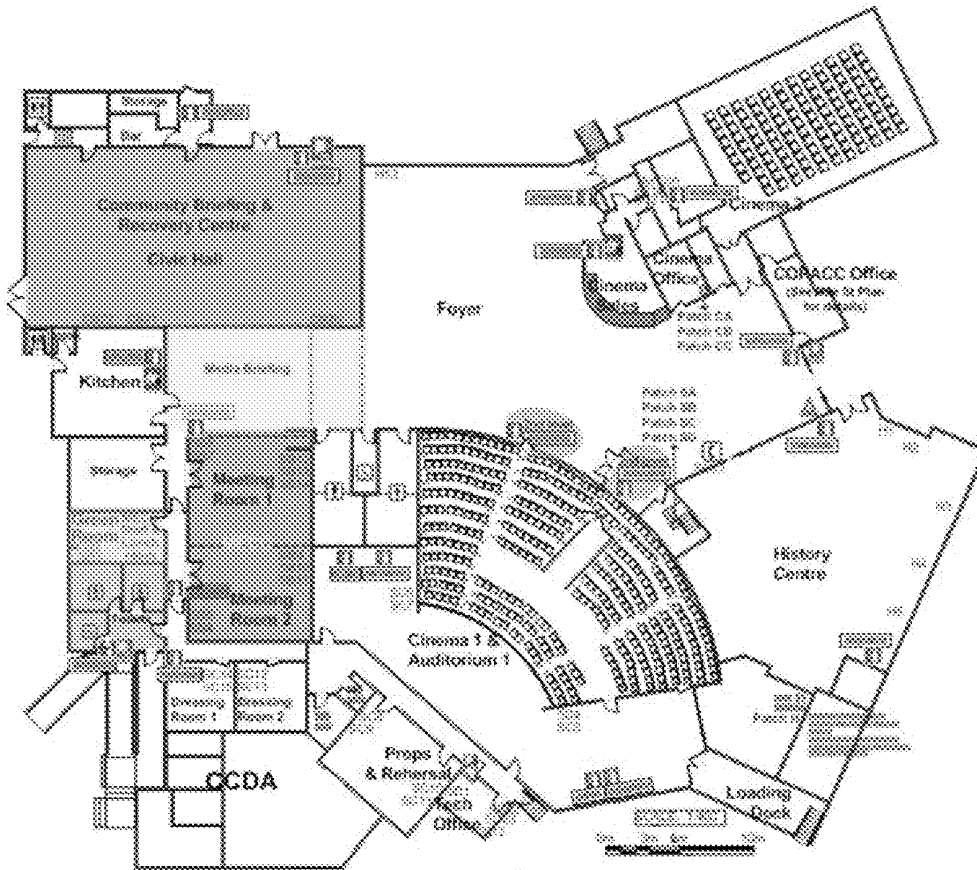
A MECC Operations Plan has been developed. The plan provides detailed instructions in relation to the establishment and operation of the MECC.

Colac Otway Shires primary MECC is located at the Colac Otway Performing Arts and Culture Centre, the general layout is detailed below.

#### Meeting Rooms 1 and 2

**Colac Otway Performing Arts and Cultural Centre**  
**Corner of Gellibrand and Rae Street**  
**Colac VIC 3250**

Figure 5: MECC layout



### 4.3 Scale of Emergency Coordination

The following levels of emergency coordination illustrate the components that **might be** activated in the event of small, medium or large scale emergencies. They also aim to create a more appropriate response determined by the scale of the emergency.

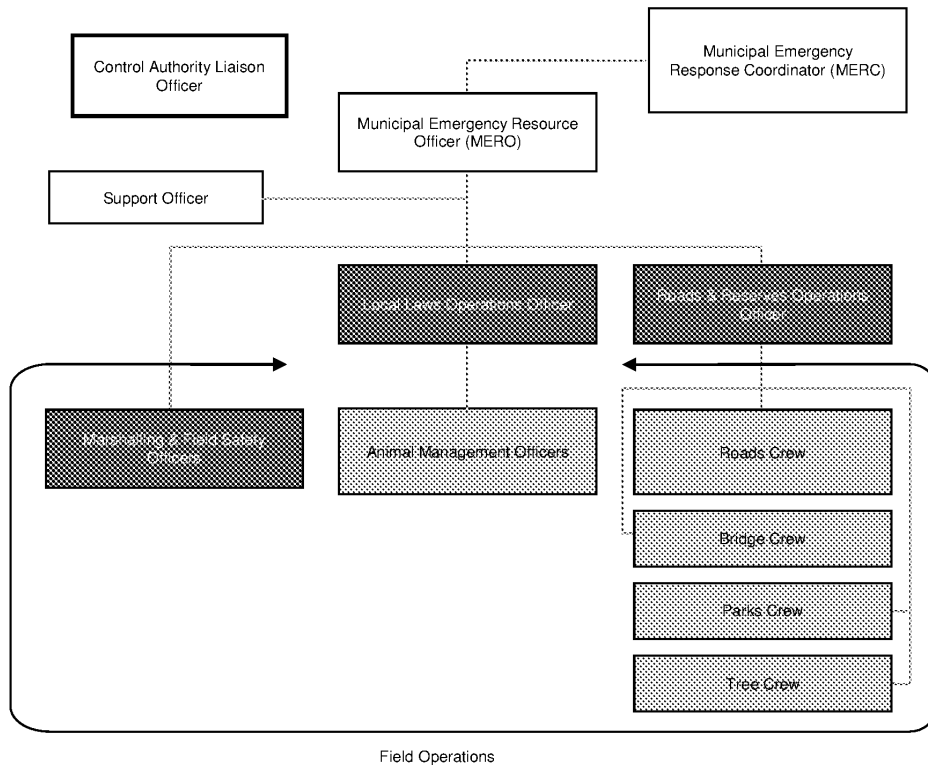
The activation of each level is dependent upon the scale of the emergency and is determined by the Emergency Management Coordination Group (MERC, MERO and MRM).

These levels consider the span of control where up to five reporting individuals or groups is considered to be desirable, as this maintains the supervisor’s ability to effectively task, monitor and evaluate performance.

#### 4.3.1 Small Scale Emergency (less than 24 hour impact)

A small scale emergency is considered to be one that can be resolved through the use of local or initial response resources. The MECC might not necessarily be activated with the MERC and MERO in close communication at all times. Consequently the MERC and MERO will undertake the planning and logistics functions concurrently. They will also monitor the emergency and its impact on the area, and the community, also other elements and variables that might lead to a higher level of activation. See below.

Figure 6: MECC structure example for a Small Scale Emergency (less than 24 hour impact)



**4.3.2 Medium Scale Emergency (more than 24 hours)**

A medium scale emergency is considered more complex in size, resources and/or risk. The MECC will be activated with the function being the deployment of resources beyond initial response and a multi-agency representation in the MECC and ERC(s). The emergency may potentially require forward planning to address response issues, and for recovery during the response phase. See figure 7.

**4.3.3 Large Scale Emergency (multiple days’ impact)**

A large scale emergency is an incident characterised by the level of complexity that requires the activation and establishment of the MECC plus ERC(s) and possibly an Emergency Call Centre. This level of emergency will require forward planning as the emergency continues and will specifically require recovery planning during the early stages of the response phase of the emergency. See figure 8.

**4.4 Briefings**

All briefings conducted at the MECC and ERCs will use the ‘Situation Mission Execution Administration Communications Safety’ (SMEACS) briefing template. This will provide consistency with emergency services and ensure accuracy of information from receipt of a request, to personnel who implement the request. SMEACS also provides the mechanism for safe work practices and the safety of personnel who are performing tasks and activities in the emergency affected area.

Figure 7: MECC structure example for a Medium Scale Emergency (multiple days' impact)

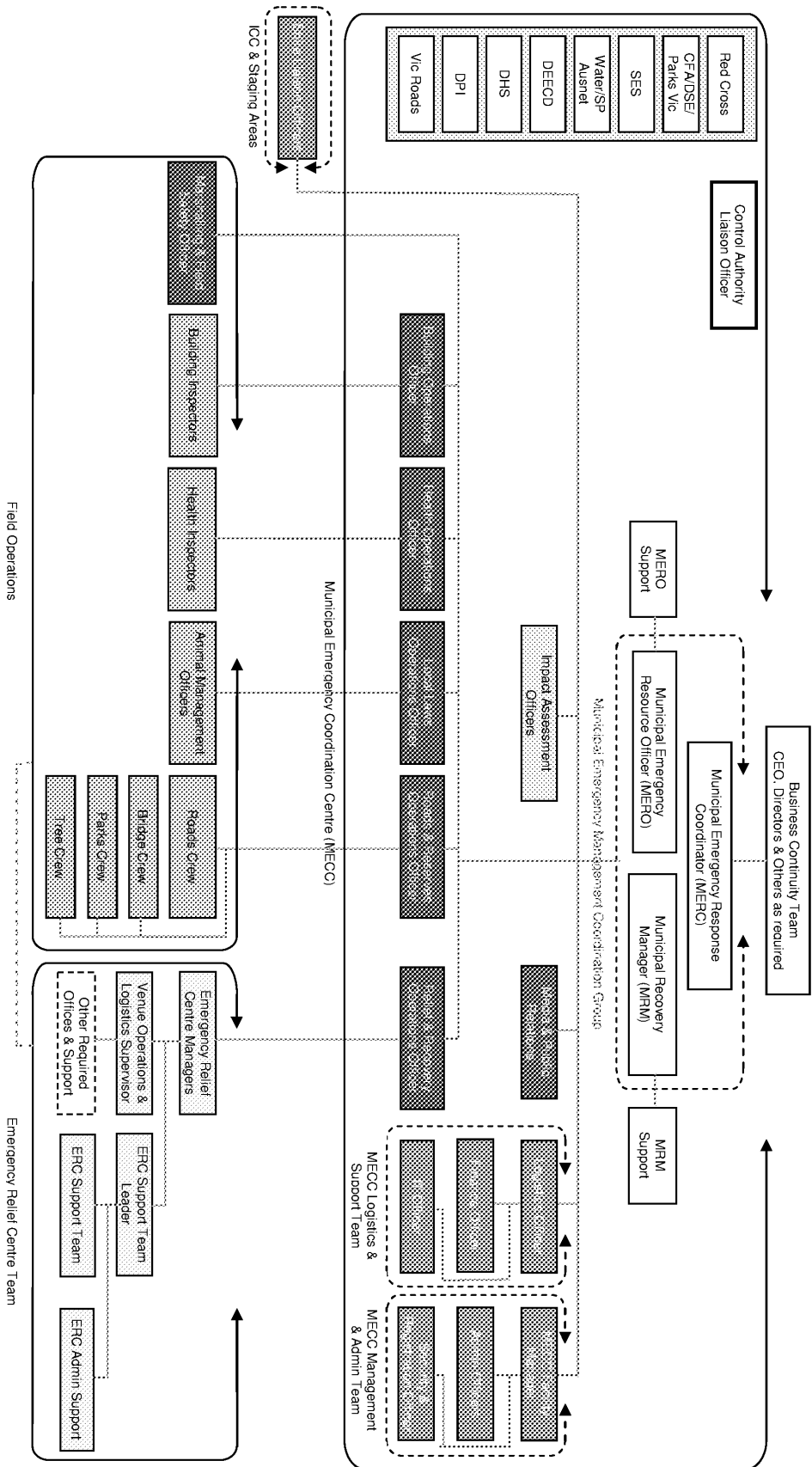
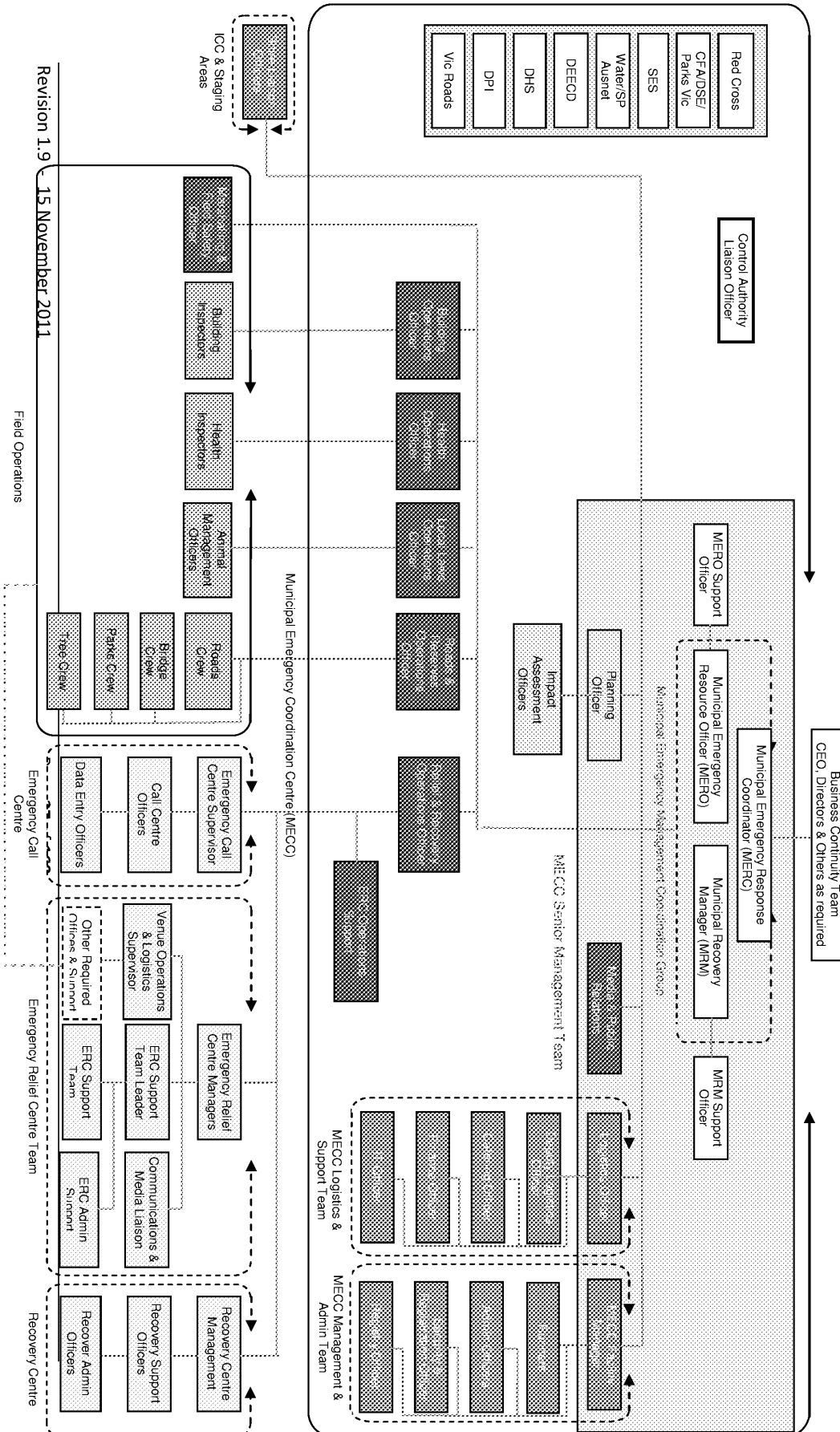


Figure 8: MECC structure example for a Large Scale Emergency (more than 24 hours)





#### 4.5 Phases of Activation for a Bushfire

The following phases of response activation for the Colac Otway Shire are in alignment with the Fire Danger Rating Scale and Warning Index. These phases of activation aim to minimise the impact of wildfires by ensuring that appropriate resources are ready for activation in a timely manner in the event of a wildfire.

Table 3: Activation for a Bushfire

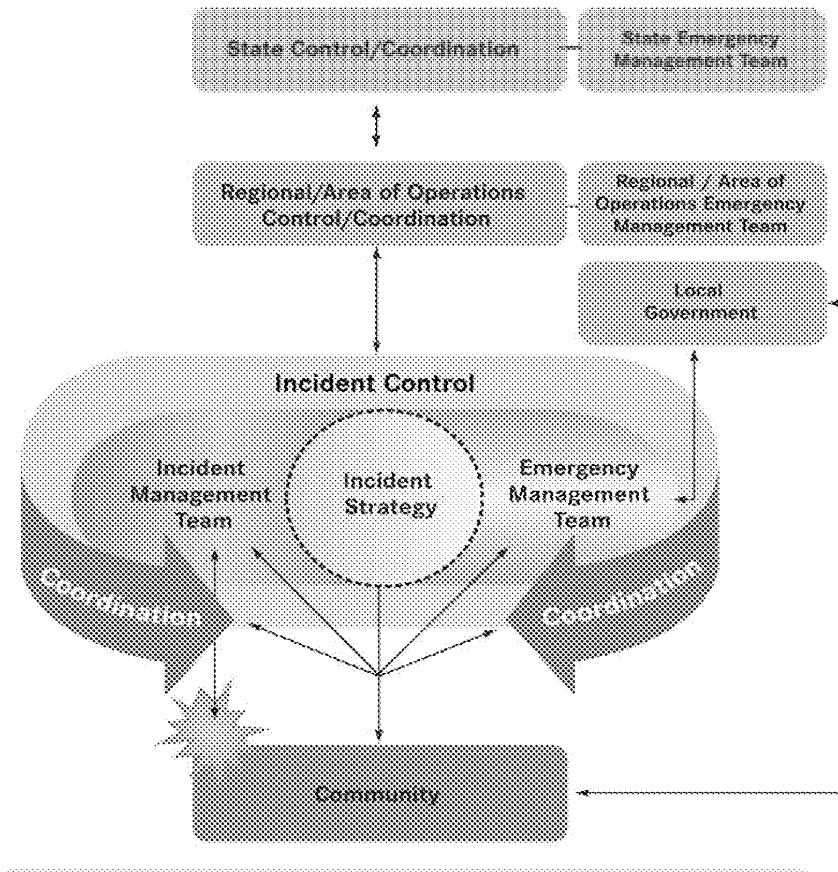
| FIRE DANGER RATING | FIRE BEHAVIOUR                                                                                                                                                 | Fire Danger Index (FDI) | Colac Otway Shire                                                          |
|--------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|----------------------------------------------------------------------------|
| Code Red           | Fires will be uncontrollable, unpredictable and fast moving, with spot fires up to 20 km from the main fire, with likely serious consequences for communities. | >100                    | MECC is setup and MERO on duty and operating in the MECC within 20 minutes |
| Extreme            | Fires will be uncontrollable, unpredictable and fast moving. Spot fires up to 6 km ahead of the fire.                                                          | 75-99                   | MERO on duty and able to set up MECC within 1 hour                         |
| Severe             | Fires may be uncontrollable and move quickly. Spot fires may occur up to 4 km ahead of the fire.                                                               | 50-74                   | MERO able to set up MECC within 2 hours                                    |
| Very High          | Fires can be difficult to control, crown fires may develop in forests                                                                                          | 26-49                   | MERO able to set up MECC within 2 hours when FDI is forecast over 35       |
| High               | Fires can be controlled, expect short distance spotting                                                                                                        | 12-25                   | Normal Preparedness arrangements                                           |
| Low-Moderate       | Fires can be easily controlled                                                                                                                                 | <12                     | Normal Preparedness arrangements                                           |

#### 4.6 Response Management Arrangements

The response management task is to bring together, in an integrated organisational framework, the resources of the many agencies and individuals who can take appropriate and timely action. Response management is based on three key management tasks: control, command and coordination.



**Figure 9:** Emergency Management Interdependencies describe the interdependencies between coordination and control from State through to Municipal level.



**Command**  
Direction of personnel and resources of an agency in the performance of its role

Source - EMMV Part 4

## 4.7 Coordination

Coordination is the bringing together of agencies and resources to ensure effective response to, and recovery from, emergencies.

The main functions of coordination are:

- the systematic acquisition and allocation of resources in accordance with the requirements imposed by emergencies; and
- in relation to response, ensuring that effective control has been established.

Victoria Police has the responsibility under the *Emergency Management Act 1986* for emergency response coordination at Municipal, regional and state levels for most emergencies.

Emergency response coordinators are responsible for ensuring the coordination of the activities of agencies having roles and responsibilities in response to emergencies, with the exception of emergencies involving defence force vessels and aircraft.

### 4.7.1 Field Emergency Response Coordinator

The Field Emergency Response Coordinator (**FERC**) is usually a senior member of Victoria Police present at the initial scene of an emergency. This role usually relates to the first response to an emergency and the person fulfilling the role may change in seniority as the emergency escalates or de-escalates.

The FERC is responsible for performing the principal role of Emergency Response Coordinator.

### 4.7.2 Municipal Emergency Response Coordinator

The Officer in Charge at Colac Police Station is the delegated MERC for Colac Otway Shire.

The MERC has responsibility for the coordination of resource provision as requested by Control and Support Agencies during the initial response phase of an emergency, and is required to take an active role in ongoing emergency planning as an emergency continues.

### 4.7.3 Regional Emergency Response Coordinator

In addition to the primary roles of Coordinator, the response roles, responsibilities and duties of the Regional Emergency Response Coordinator (**RERC**) include:

- responsible to the State Emergency Response Coordinator (**SERC**) for the effective coordination of resources or services within the emergency response region, having regard to the provisions of *section 13 (2)* of the *Emergency Management Act 1986*;
- in an emergency, arrange to provide regional resources requested by a Municipal Emergency Response Coordinator, to response and recovery agencies;
- in circumstances where requested resources are not available within the region, to request the resource through the SERC; and
- monitor the provision of emergency relief and supply.

For detailed information in relation to the primary roles and responsibilities of Coordinator see Part 3 of the EMMV.

## 4.8 Other Colac Otway Shire Coordination Committees

### 4.8.1 Municipal Emergency Management Coordination Group

The Municipal Emergency Management Coordination Group (**EMCG**), is the Municipal decision making group with responsibility for the overall coordination of Municipal resources for use within an emergency. This group consists of the MERC, MERO and MRM. The EMCG will be activated by the MERC if the scale of the emergency event is sufficient.

### 4.8.2 Senior Municipal Emergency Management Team

The Senior Municipal Emergency Management Team (**SMENT**), will convene when the scale of an emergency calls for a significant effort in organising Municipal functions or resources detailed in this Plan. The team will be convened by the EMCG and may consist of the following:

- MERO
- MRM
- MERC
- MEM
- MEMC
- Planning Officer
- Media and Public Relations Officer
- Logistics Officer
- MECC Facility Manager
- Control Agency Representative
- Emergency Operations Officers
- Others co-opted as required.

Given that this Committee will more than likely convene during larger scale emergencies, consideration will be given to deputies in the MECC.

## 4.9 Control

Control is the overall direction of response activities in an emergency. Authority for control is established in legislation or in an Emergency Response Plan, and carries with it the responsibility for tasking other agencies in accordance with the needs of the situation. Control relates to situations and operates horizontally across agencies. Therefore, an Incident Controller can give direction to all the different agencies involved in the emergency event.

There are three tiers of incident control applicable to emergency response in Victoria:

- State Controller;
- Area of Operations Controller; and
- Incident Controller.

For detailed information in relation to the roles and responsibilities for each of these Controllers see Part 3 of the *Emergency Management Manual Victoria (EMMV)*.

#### 4.9.1 Incident Controller

The Incident Controller is a member of the Control Agency appointed to have overall responsibility for incident response operations. The Controller has overall responsibility for management of the emergency, even when some of their responsibilities have been delegated.

The Incident Controller's principle responsibilities include:

- notification of support and recovery agencies;
- management of the interaction with support agencies responding to an incident;
- the collection, analysis and dissemination of information regarding the incident (including use of the Rapid Impact Assessment process);
- undertaking a risk assessment to determine operational risks and implementing treatments; and
- consideration of the impacts, or potential impacts, of the incident on the community.

#### 4.9.2 Emergency Management Team

The function of the Emergency Management Team (EMT) is to support the Incident Controller in determining and implementing appropriate incident management strategies for the emergency.

If an emergency requires a response by more than one agency, the Incident Controller is responsible for forming the EMT.

The EMT consists of the Incident Controller, Support and Recovery functional agency commanders (or their representatives), the Emergency Response Coordinator (or representative), and other specialist persons as required.

For detailed information in relation to roles and responsibilities of the EMT see Part 3 of the EMMV and *Practice Note Emergency Management Team* (available on the OESC website [www.oesc.vic.gov.au](http://www.oesc.vic.gov.au) under publications).

A Control Agency is assigned to control the response to a specified type of emergency.

A Support Agency is defined as a government or non-government agency that provides essential services, personnel, or material to support or assist a Control Agency or another Support Agency. The EMMV, Section 7 contains a list of support agencies for various emergencies.

#### 4.9.3 Control and Support Agencies

Detailed in the table below is the agreed set of arrangements for the response to identified emergencies within the Colac Otway Shire. These arrangements have been tailored to meet local response capabilities based on the agencies available within the Municipality and agencies identified as Control Agencies as specified within Part 7 of the EMMV.

Support Agencies may be able to offer varying levels of support from "on ground" resources to information. It may be appropriate to consult with a number of identified Support Agencies for advice in relation to any given emergency. It is the prerogative of the control agency to formulate action plans for a given emergency in consultation with support agencies.

**Table 4: Control and Support Agencies**

| INCIDENT TYPE                                                                            | CONTROL AGENCY<br>(Primary Responsibility)                     | KEY SUPPORT AGENCIES                                                                 |
|------------------------------------------------------------------------------------------|----------------------------------------------------------------|--------------------------------------------------------------------------------------|
| <b>ACCIDENT/INCIDENT</b>                                                                 |                                                                |                                                                                      |
| Aircraft                                                                                 | Victoria Police                                                | AMSA, ARFF, ATSB                                                                     |
| Biological Materials                                                                     | Dept of Health                                                 | CFA, MFESB                                                                           |
| Gas Leakage                                                                              | CFA/MFESB                                                      | Gas Distribution companies                                                           |
| Hazardous materials, high consequence dangerous goods or dangerous goods                 | CFA/MFESB/ARFF                                                 | EPA, AV, Worksafe (workplace, storage facilities and transport)                      |
| Lifts, cranes or scaffolding and amusement structures                                    | CFA/MFESB                                                      | Worksafe                                                                             |
| Marine(not including marine pollution)                                                   | Victoria Police                                                | Transport Safety Victoria, AMSA                                                      |
| Military aircraft and ships                                                              | Defence Forces                                                 | AMSA, Victoria Police, Airservices Australia.                                        |
| Radioactive materials                                                                    | Dept of Health                                                 | CFA, MFESB                                                                           |
| Rail and tram                                                                            | Victoria Police                                                | PTD, DOT, V/Line, ARTC, MTM, Yarra Trams, CFA, MFESB, VICSES                         |
| Road                                                                                     | Victoria Police                                                | CFA, MFESB, VICSES, VicRoads, Municipal Councils, Citylink, Eastlink                 |
| <b>AGRICULTURAL</b>                                                                      |                                                                |                                                                                      |
| Chemical Contamination of livestock or agricultural produce (Agricultural or Veterinary) | DPI                                                            | DFSV, PrimeSafe                                                                      |
| Exotic Animal Disease (includes Bees & Aquaculture)                                      | DPI                                                            | DSE                                                                                  |
| Plant Pest or Disease                                                                    | DPI                                                            | DSE                                                                                  |
| Drought                                                                                  | DPI                                                            |                                                                                      |
| <b>ENVIROMENTAL</b>                                                                      |                                                                |                                                                                      |
| Marine pollution, Oil and chemical spills in local ports or state rivers                 | DOT (Security and Emergency Management Division)/Port operator | DSE, EPA, AMSA, PV, BOM, VRCA, MFESB, CFA                                            |
| Oiled Wildlife                                                                           | DSE                                                            | PV, DOT, AMSA                                                                        |
| Exotic marine pest incursion                                                             | DSE                                                            | DPI, PV                                                                              |
| Cetacean (whale) stranding or entanglement                                               | DSE                                                            | DPI,PV                                                                               |
| Vertebrate Pest/Plagues                                                                  | DPI                                                            | DSE, PV                                                                              |
| Pollution into inland waters                                                             | CFA/MFESB                                                      | EPA, PV                                                                              |
| Pollution of inland waters                                                               | EPA/Melbourne Water                                            | PV                                                                                   |
| <b>ESSENTIAL SERVICE DISRUPTION</b>                                                      |                                                                |                                                                                      |
| Food supply, critical infrastructure damage or disruption.                               | Victoria Police                                                | DPI                                                                                  |
| Electricity                                                                              | DPI (Energy Sector Development Division)                       | AEMO, Electricity distributors, Energy Safe Victoria, DSE                            |
| Natural Gas                                                                              | DPI (Energy Sector Development Division)                       | AEMO, DPI-(Minerals and Petroleum), Energy Safe Victoria, Gas distribution companies |
| Petroleum and liquid fuels                                                               | DPI (Energy Sector Development Division)                       | DPI (Minerals and Petroleum) Worksafe, Oil Companies                                 |

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PART 4 – RESPONSE ARRANGEMENTS

| EMERGENCY / HAZARD                                           | RESPONSE AGENCY / SERVICE PROVIDER | RESPONSE AGENCIES                                                                         |
|--------------------------------------------------------------|------------------------------------|-------------------------------------------------------------------------------------------|
| Roads/Bridges/Tunnels                                        | VicRoads                           | Municipal Councils, Citylink, Eastlink, DOT, (Security and Emergency Management Division) |
| Water and Sewerage                                           | DSE                                | Water Authorities, DHS, Municipal Councils                                                |
| <b>FIRE AND/OR EXPLOSION</b>                                 |                                    |                                                                                           |
| Aircraft                                                     | ARFF/CFA/MFESB                     |                                                                                           |
| Boilers and pressure vessels                                 | CFA/MFESB                          | Worksafe                                                                                  |
| Explosion                                                    | CFA/MFESB                          | DPI, Worksafe                                                                             |
| Explosive device                                             | Victoria Police                    | CFA, MFESB                                                                                |
| Fire                                                         | CFA/DSE/MFESB                      | PV, DPI, AVCG, Worksafe, BOM                                                              |
| <b>HUMAN DISEASE/ILLNESS</b>                                 |                                    |                                                                                           |
| Retail food contamination                                    | Dept of Health                     |                                                                                           |
| Food/drinking water contamination                            | Dept of Health                     | Municipal Councils, DSE, DPI                                                              |
| Human disease                                                | Dept of Health                     |                                                                                           |
| <b>NATURAL EVENT</b>                                         |                                    |                                                                                           |
| Earthquake                                                   | VICSES                             | All                                                                                       |
| Flood                                                        | VICSES                             | DSE, CMA's, Water Authorities, Municipal Councils, CFA, MFESB, BOM, PV                    |
| Storm                                                        | VICSES                             | BOM, DSE, PV, CFA, MFESB                                                                  |
| Tsunami                                                      | VICSES                             | BOM, All                                                                                  |
| <b>RESCUE</b>                                                |                                    |                                                                                           |
| Building, structure                                          | CFA/MFESB/ VICSES                  | BC, AV, Vic Police, Worksafe                                                              |
| Cave                                                         | Victoria Police                    | VICSES                                                                                    |
| Land                                                         | Victoria Police                    | VICSES                                                                                    |
| Lift, crane, scaffolding or amusement structure              | CFA/MFESB                          | Vic Police, VICSES, Worksafe, DPI                                                         |
| Mine/quarry                                                  | Victoria Police                    | DOT, DPI, DSE, CFA, VICSES, Worksafe                                                      |
| Rail, aircraft and industrial                                | CFA/MFESB/VICSES                   | AMSA (aircraft only), WorkSafe (rail & industrial only)                                   |
| Road                                                         | CFA/MFESB/VICSES                   | AV                                                                                        |
| Trench or tunnel                                             | CFA/MFESB                          |                                                                                           |
| Water                                                        | Victoria Police                    | VICSES, LSV                                                                               |
| <b>SEARCH</b>                                                |                                    |                                                                                           |
| Land and Water                                               | Victoria Police                    | VICSES, others as per Vic Police register                                                 |
| Overdue aircraft                                             | AMSA                               | Vic Police, VICSES, Airservices Australia                                                 |
| <b>OTHER</b>                                                 |                                    |                                                                                           |
| Aircraft – in-flight emergency                               | Airservices Australia              | ADF                                                                                       |
| Dam Safety                                                   | DSE                                | Water Authorities, VICSES, Municipal Councils                                             |
| Marine casualty – non SAR- (commercial ship) in port waters. | Port operator, VRCA                | MSV, AMSA, CFA/MFESB, Vic Police, AV                                                      |



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PART 4 – RESPONSE ARRANGEMENTS

| EMERGENCY / THREAT                                             | CONTROL AGENCY            | RESPONSE AGENCIES                                    |
|----------------------------------------------------------------|---------------------------|------------------------------------------------------|
| Marine casualty – non SAR- (commercial ship) in coastal waters | Transport Safety Victoria | VRCA/Local port operators, CFA, AMSA, Vic Police, AV |
| Other threats against persons, property or environment         | Victoria Police           |                                                      |

Source - EMMV Part 7

#### 4.10 Command

Command refers to the direction of personnel and resources of an agency in the performance of that Organisation’s role and tasks. Authority to command is established in legislation or by agreement within an agency. Command relates to agencies and operates vertically within an agency.

The term ‘chain of command’ refers to the organisational hierarchy of an agency. It is the identifiable line up and down the hierarchy from any individual to and from their supervisor and subordinates. The chain of command identifies personnel or positions with accountability.

#### 4.11 Rapid Impact Assessment

A Rapid Impact Assessment (RIA) is an initial appraisal of the extent of damage and disruption to the community and its infrastructure resulting from the emergency or disaster. The information is provided to the Municipality. The RIA data will provide input information for a more detailed analysis of loss and damage and the impact on the effected community that will make up the Post Impact Assessment.

#### 4.12 Termination of Response Activities

It is essential to ensure a smooth transition from the response phase to the recovery phase of an emergency at the Municipal level. While it is recognised that recovery activities will have commenced shortly after impact, there will be a cessation of response activities and a hand over to recovery agencies. The early notification of recovery agencies involved in the emergency will ensure a smooth transition of ongoing activities from response to recovery.

When response activities are nearing completion, the MERC, in conjunction with the Control Agency, will call together relevant relief and recovery agencies including the MERO and the MRM, to consult with, and agree upon, the timing and process of the response stand down.

In some circumstances, it may be appropriate for certain facilities and resources obtained under the emergency response arrangements, to be utilised in recovery activities. In these situations there would be an actual hand over to the MRM of such facilities and resources. This hand over will occur only after agreement has been reached between response and recovery managers.

If the emergency is of significant size which has resulted in DHS being actively involved, then the Municipal/Regional Coordinator will consult with the MERO, MRM and Recovery Manager from DHS to agree on the timing and process of response stand down.

#### 4.13 Post Emergency Debriefing Arrangements

A debrief is undertaken as soon as is practical after an emergency. It is the responsibility of the MERC to convene the meeting and all Council personnel and agencies who participated should be represented with a view to assessing the adequacy of the MEMP and to recommend changes. The meetings to assess the adequacy of the MEMP should be chaired by the Emergency Management Planning Committee (MEMPC) Chairperson.

An additional debrief may be conducted for the Recovery Team to cover specific relief and recovery issues. This will be convened by the MRM and will be in addition to debriefs conducted by the MERC and MEMPC.

#### 4.14 Neighbourhood Safer Places

Neighbourhood Safer Places (NSPs) are not community fire refuges or emergency relief centres. NSPs are **places of last resort** during the passage of a bushfire, and are intended to be used by persons whose primary bushfire plans have failed. NSPs are places of relative safety only. They do not guarantee the survival of those who assemble there. Furthermore, there may be serious risks to safety encountered in travelling and seeking access to NSPs during bushfire events. Depending on the direction of a particular fire, it may not be 'a safer place' to assemble than other places within the Municipal district. At that point in time it almost certainly will be a matter for individual judgement and decision, as to which if any NSP a person or persons should travel in the presence of fire.

NSPs are places or buildings designated and sign posted by the Municipal Council and meet guidelines issued by the Country Fire Authority.

There are currently no designated NSPs within Colac Otway Shire.

#### 4.15 Public Information and Warnings

It is important to ensure that public information and warnings are maintained at an optimum level for specific circumstances where community action is necessary, primarily to protect lives, and also for the protection of property and the environment.

The Control Agency has the responsibility to issue warnings to potentially affect communities and other agencies. Warnings and the release of other public information should be authorised by the Incident Controller prior to dissemination. Where an extreme or imminent threat to life exists, and authorisation from the Incident Controller is not practical in the circumstances, warnings may be issued by any response agency personnel.

Any information released by Council must be approved by the MERO (General Information) or the Chief Executive Officer / Senior Management (Policy/Financial/Political matters). Assistance for preparing and disseminating information will be provided by Council's Media & Public Relations Officer in the MECC.

##### 4.15.1 Community Information

The provision of information to the broader community, is vitally important to their capacity to understand what is happening, and to assist them in making informed decisions during a time of crisis.

Typically, the type of information provided relates to identifying the signs of and coping with stress, health matters, where and how to access financial assistance, where to access general emotional/psychosocial support, and other information relating to the specifics of the emergency.

#### 4.15.2 Emergency Warning Systems

Emergency warning systems warn individuals and communities in the event of a major emergency. Although these systems aim to improve the ability to warn communities about emergencies, individual and communities still need to prepare themselves in case of an emergency.

The Control Agency has the responsibility for issuing warnings to potentially affected communities, and other agencies. Where this is not practical, the Incident Controller must notify the Emergency Response Coordinator, who in turn will facilitate the issue of warnings.

Once a decision has been made to issue an alert message, the emergency services organisations will determine which method to use eg. television, radio or internet, and determine whether a telephone alert needs to be issued; a telephone alert is simply one of a range of tools available.

#### 4.15.3 Emergency Alert

Emergency Alert is a telephone based national warning system that enables messages to be sent via landline and mobile telephones, based on the billing address.

Agencies have been instructed in the use of Emergency Alert and the Incident Controller has access to the website to enable the distribution of warnings.

The Emergency Alert website is [www.emergencyalert.gov.au](http://www.emergencyalert.gov.au)

#### 4.15.4 State Emergency Warning Signal

The State Emergency Warning System (SEWS) is an electronic warning signal used to assist in the delivery of public warnings and messages for major emergencies to:

- alert listeners / viewers of radio / television that an official emergency announcement is about to be made concerning an actual or potential emergency which has the potential to affect them; and/or
- alert the community at large via a public address system that an official emergency announcement is about to be broadcast.

Responsibility for issuing SEWS lies with the Incident Controller.

#### 4.15.5 Information Resources

The following functions are an essential part of these arrangements and should be utilised if and when required:

- Council's Media & Public Relations Officer in the MECC; and
- Police Media Liaison.

If an emergency requires concurrent media response through radio, television and newspaper outlets, the Police Media Liaison Section may be contacted through the MERC.

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Municipal Emergency Management Plan PART 5 - EM RELIEF & RECOVERY ARRANGEMENTS

## PART 5 – EMERGENCY RELIEF & RECOVERY ARRANGEMENTS

### 5.1 Introduction

The *Emergency Management Act 1986* provides the legislative framework for Victoria's Emergency Relief and Recovery State Plan. This plan is the agreed state-wide plan, developed to ensure the collaborative efforts of all key emergency relief and recovery stakeholders effectively support the emergency relief and recovery of communities affected by emergencies.

The Department of Human Services is the lead agency for Emergency Recovery at State and Regional level, working in collaboration with Municipalities who have responsibility at a local level.

This section details Colac Otway Shire's relief and recovery arrangements.

#### 5.1.1 Levels of Relief and Recovery

The size and complexity of an event will determine the type of emergency relief and recovery response activated.

In response to an event and following a Rapid Impact Assessment, the Department of Human Services (DHS) will apply a three-tiered approach. The three tiers are:

- Tier 1 event: one which is geographically contained and has relatively limited impacts.
- Tier 2 event: one which is likely to be geographically larger and has relatively serious impacts.
- Tier 3 event: one which has wide geographic impact with high order impacts

Note the above descriptions are a guide and not the only factors that will influence the tier determination.

#### 5.1.2 Relief and Recovery Personnel

There are a number of personnel provided by Council who are directly involved in the Relief and Recovery phases. Their positions are:

- Municipal Recovery Manager;
- Deputy Municipal Recovery Manager ;
- Emergency Relief and Recovery Centre Managers;
- Emergency Relief and Recovery Centre staff;
- Environmental Health Officers; and
- Human Services staff.

Council is supported with more staff once the emergency has exhausted its resources to undertake its relief and recovery responsibilities.

There are also personnel provided by other recovery agencies to assist Council. These include:

- Case Managers;
- Community Development Officers;
- Community Hub Captain;
- Community Hub Support staff; and
- Outreach Personal Support staff.

Generally, Council is expected to have resources to cover these positions for a Tier 1 emergency. A Tier 2 emergency may require case management and other external support. In the event of a Tier 3

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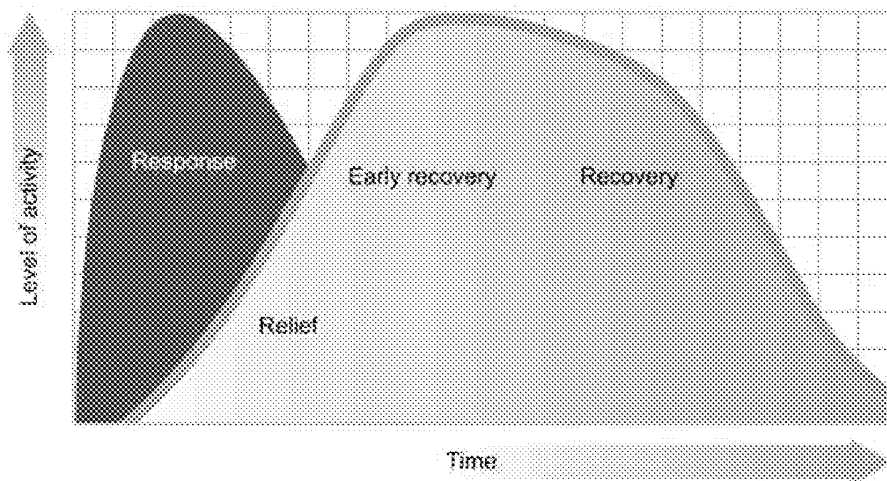
emergency the State Government will arrange for one or more of the following. Case management, community hubs, community development officers, and state officer support.

### 5.1.3 Transition of an Emergency to Relief and Recovery Phases

It is important to understand the continuum that extends from response, immediate relief, relief, early recovery to recovery and how this affects the overarching services (and the necessary coordination between services) to achieve the best outcomes for impacted communities.

As soon as Response to an emergency has commenced the Relief and Recovery phases need to be considered and/or mobilised.

Figure 10: Emergency relief and recovery activities over time



Source - EMMV Part 4

## 5.2 Emergency Relief

Emergency Relief is part of emergency management as a whole. Emergency Relief is the provision of life support and essential needs to persons affected by, or involved in the management of an emergency. Coordination of Emergency Relief at the Municipal level is the responsibility of the MRM, at State and Regional level, this coordination function rests with the Department of Human Services.

The primary functions of emergency relief are:

- Catering (food and water);
- Material needs;
- Emergency shelter (accommodation);
- Provision of emergency Relief Centres, and
- Registration – National Registration and Inquiry Service (NRIS).

Other functions of emergency relief typically include:

- First Aid and primary care;
- Personal support, including financial assistance ;
- Sanitation and hygiene, and

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- Information provision.

### 5.3 Activation of Emergency Relief

The Incident Controller is responsible for determining the need to activate emergency relief services.

The following people have the authority to activate the provision of emergency relief services (including but not limited to emergency relief centres) by affected Municipalities based on the incident controller determination:

- The appointed Municipal Emergency Response Coordinator (Police Officer);
- The relevant Municipal Emergency Resource Officer (LGA Officer); and
- The Municipal Recovery Manager (LGA officer).

At Regional and state level emergency relief is coordinated by the Department of Human Services.

### 5.4 Emergency Relief Centres

An Emergency Relief Centre (ERC) is a building or place that has been activated for the provision of life support and essential personal needs for people affected by, or responding to an emergency, and is usually established on a temporary basis to cope with the immediate needs of those affected during the initial response to the emergency.

The decision to activate an ERC is that of the Colac Otway Shire MERC in consultation with the MERO and MRM, or that of another Municipality MERC and their MERO and MRM. Emergency relief can also be provided at the site of the emergency.

Emergency Relief Centres will be opened once the nature, extent and location of an Emergency event are known.

#### 5.4.1 Emergency Relief Centre Locations

Council has planned for the Colac Blue Water Fitness Centre to be the principal Emergency Relief Centre for the Municipality. An Emergency Relief Centre Plan has been specifically developed for the Colac Blue Water Fitness Centre. Other Emergency Relief Centre Plans will be developed to provide a back-up for the Colac district and Apollo Bay region.

For more details on Emergency Relief Centres refer the *Colac Otway Shire Municipal Relief and Recovery Plan – August 2011*.

#### 5.4.2 Registration

Victoria Police are responsible for the registration of emergency affected people but have delegated the physical task of Registration to Red Cross. Contact details are listed in Appendix 2 of this plan.

National Registration and Inquiry System (NRIS) registration, which is conducted by Red Cross, ensures:

- the safety and re-connecting people with family friends and community networks; and
- Identification and welfare of people.

#### 5.4.3 Replacement of essential water taken during fire fighting

CFA and DSE fire fighters are empowered under legislation to take water from any waterway or water source on public or private land for fire fighting purposes. Where water is taken for fire fighting, the water owner can request (via their municipality) water replacement under the Victorian Government Essential Water Replacement Scheme. A copy of the scheme and how water owners can request

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replacement water can be found on the Department of sustainability and Environment website at [www.dse.vic.gov.au/fires](http://www.dse.vic.gov.au/fires).

## **5.5 Functional Arrangements**

### **5.5.1 Catering**

The Red Cross is the primary agency for catering in the Colac Otway Shire supported by the Salvation Army. However if any emergency extends to the Regional and/or State Levels, Red Cross becomes the coordinating agency.

### **5.5.2 Material Needs**

The Salvation Army is responsible for material needs and will co-ordinate material need providers. They are supported by:

- St. Vincent de Paul
- Australian Red Cross – Single Incident

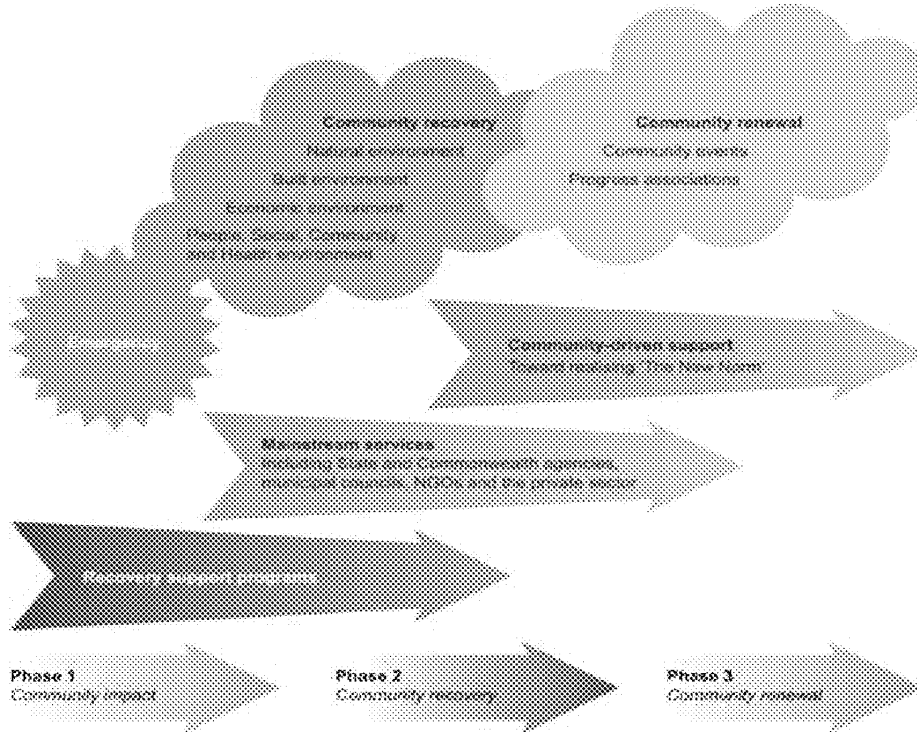
## **5.6 Emergency Recovery**

Emergency recovery is the coordinated process of supporting emergency affected communities in the restoration of their emotional, economic and physical well-being, plus the reconstruction of physical infrastructure and rehabilitation of the natural environment. The process of recovery begins as soon as possible when an emergency occurs, and may continue for many years post emergency.

Management of recovery occurs in the context of clear and agreed arrangements, and involves processes of consultation and cooperation through established communication channels. Whenever possible, short and longer term recovery activities will become part of core business to ensure they remain responsive to the needs of the affected community.

Recovery from an emergency event starts as soon as the threat to human life subsides and in many cases occurs alongside emergency relief activities. In Victoria, recovery is defined as a developmental process of assisting individuals, families, neighbourhoods and communities to manage the re-establishment of those elements of society necessary for their wellbeing and to re-establish community functioning. Recovery concludes with transition to community renewal and the realisation of a changed reality. The figure below describes the transition from emergency impact through to 'community renewal' with the intent to a more informed and resilient community.

Figure 11: Transition of emergency recovery into community renewal.



Source - EMMV Part 4

### 5.6.1 Recovery Process

Recovery from emergencies is a developmental process of assisting individuals and communities to manage the re-establishment of those elements of society necessary for their wellbeing.

The process involves cooperation between all levels of government, non-government organisations, community, agencies and the private sector in consideration of:

- the emotional, social, spiritual, financial and physical well-being of individuals and communities;
- the restoration of essential and community infrastructure;
- the rehabilitation of the environment; and
- the revitalisation of the economy of the community to ensure as far as possible that the well-being of a community is increased.

During recovery, governments and communities work together to assist affected individuals and community groups to move towards a healthy, safe and functioning environment.

### 5.6.2 Levels of Recovery

The levels of recovery management are:

- Municipal
- Regional
- State

## 5.7 Context of Recovery

In reading these arrangements, it is essential to have an appreciation of the assumptions and accepted understandings that underpin them. These assumptions and accepted understandings are:

### 5.7.1 Resilience of individuals and communities is respected

Recovery services and programs must acknowledge the inherent resilience that affected individuals and communities display. Individuals, when possessing information about the situation and available services, are able to make informed choices about their recovery. Communities, when supported with information and resources, are able to support and manage their own recovery.

### 5.7.2 Recovery is part of emergency management

Recovery is an integral component of the arrangements that support the whole of emergency management activity in Victoria. These arrangements are documented in the EMMV.

### 5.7.3 Levels of recovery operations

In order to ensure the success of the arrangements, it is vital that all agencies and organisations involved in management, coordination or service delivery undertake these activities in a cooperative and collaborative manner, within the agreed framework. Coordination and communication both at and between the various levels of operation will assist in ensuring the success of recovery activities for the affected community.

### 5.7.4 Roles of organisations and agencies

Recovery is not the exclusive domain of any single agency. All agencies and organisations willing to participate have an important role to play. This recognises that recovery must be a whole-of-government and a whole-of-community process.

The agreed roles and responsibilities of agencies under these arrangements is contained in paragraphs 5.26 Services and Agencies for Recovery and 5.27 Agency Recovery Role Statements and are consistent with Part 7 of the Emergency Management Manual Victoria.

### 5.7.5 Affected community involvement

Recovery requires the active involvement of the affected community. It is an accepted principle of recovery that the active involvement of the affected community is essential for its success. All recovery agencies should seek to engage with the affected community during the development of plans, and must involve the community in the development of recovery activities following an emergency.

### 5.7.6 Operational plans support arrangements

All agencies and organisations with agreed roles and responsibilities under the arrangements must develop internal operational plans that detail the capacity of the agency and strategies that will be employed by the agency to undertake the agreed roles and responsibilities.

### 5.7.7 Response/Recovery interface

Recovery should begin as soon as possible when an emergency occurs. It is therefore essential to ensure high levels of understanding and cooperation between response and recovery coordinators at each of the levels of operation. In most instances there will be a transition of coordination responsibility from the response coordinator to the recovery coordinator. Appropriate arrangements must be negotiated and documented between coordinators at the levels of operations to ensure this occurs.

It must also be recognised that recovery activities often occur naturally within the affected community. The emergency recovery planning and coordination activities undertaken at state, regional and

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Municipal level are intended to provide structure for what would otherwise be ad hoc assistance to people affected by emergencies.

### 5.8 Recovery Coordination

Recovery coordination refers to the arrangements that will be used in any situation where more than one department, agency or organisation is required to provide services to assist communities and individuals recover from the impact of an emergency.

Recovery coordination arrangements should provide for:

- assessment of impacts;
- input of affected community into decision making;
- coordination of service provision;
- communication strategies;
- recovery coordination also refers to coordination of activities within and across the functional areas described below; and
- the responsibility for coordination of recovery is Council’s Municipal Recovery Manager.

### 5.9 Functional Areas of Recovery

There are four key functional areas that require the application of coordination arrangements as a part of the recovery process. These areas focus on the various needs of the community within:

- social, health and community environment;
- economic environment;
- natural environment; and
- built environment.

Each of these functional areas overlaps considerably and requires coordination and collaboration to address issues arising from an emergency.

**Table 5:** Functional Areas of Recovery

| Social, Health and Community Environment                                                                                                                                                                                                                                                                                             | Economic Environment                                                                                             | Natural Environment                                                                                                                                                                                                                            | Built Environment                                                                                                                                                                                                                                                                                                          |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>▪ temporary accommodation</li> <li>▪ material assistance</li> <li>▪ financial assistance</li> <li>▪ personal support</li> <li>▪ health &amp; medical services</li> <li>▪ community development</li> <li>▪ volunteer coordination</li> <li>▪ re-establishing homes &amp; properties</li> </ul> | <ul style="list-style-type: none"> <li>▪ tourism industry</li> <li>▪ small business primary producers</li> </ul> | <ul style="list-style-type: none"> <li>▪ air quality</li> <li>▪ water quality (including Catchment Management)</li> <li>▪ degradation &amp; contamination</li> <li>▪ natural environment (including public land and National Parks)</li> </ul> | <ul style="list-style-type: none"> <li>▪ electricity</li> <li>▪ gas</li> <li>▪ water</li> <li>▪ telecommunications</li> <li>▪ transport</li> <li>▪ roads &amp; bridges</li> <li>▪ other essential services e.g. schools, banking facilities, shops, hospitals,</li> <li>▪ waste/sewerage and emergency services</li> </ul> |

The Colac Otway Shire has a number of key planning factors which influence its ability to effectively manage recovery from an emergency. This section of the Recovery plan identifies those factors so that any planning and preparatory activities can take them into account.

### **5.9.1 Social, Health and Community Environment**

Social health and community impacts refer to the impact that an emergency may have on the health and wellbeing of individuals and the community fabric. This functional area includes individual and community needs including but not limited to:

- temporary accommodation;
- material assistance;
- financial assistance;
- personal support;
- health and medical services; and
- community development.

### **5.9.2 Economic Environment**

This functional area refers to the economic impact that an emergency may have on individuals and communities in an affected geographical area. The economic impact of an emergency is often hidden, and may need a detailed assessment to ascertain both immediate and long-term effects.

The objective for this functional area of operation is to ensure that economic wellbeing is re-established and that financial hardships for the affected community are ameliorated.

This functional area may include, but is not limited to:

- tourism industry;
- small business; and
- primary producers.

### **5.9.3 Natural Environment**

This functional area refers to the environmental impacts that an emergency may have on a geographic area. These impacts include, but are not limited to:

- air quality;
- water quality (including catchment management);
- land degradation and contamination;
- marine environment; and
- natural environment (including public land and National Parks).

### **5.9.4 Built Environment**

This functional area refers to the impact that an emergency may have on physical infrastructure. The objective of this functional area of operation is to ensure assets of the community damaged or destroyed during an emergency are re-established or replaced as soon as possible after the emergency.

Infrastructure assists individuals and communities in the management of their daily lives, but also forms an important part of community identity. Some public buildings have an important symbolic role, and their loss can have a severe negative impact on community morale.

It is essential that the lead agency engage with the affected community to understand the community's restoration priorities, and to keep the community informed of recovery progress.

Built environment impacts include, but are not limited to:

- electricity, gas and water;
- telecommunications;
- transport and roads and



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- other essential services (such as school, hospitals, emergency services, banking facilities and shops).

Restoration of critical infrastructure must be undertaken with an awareness of the needs of vulnerable individuals and communities.

### 5.10 Activation and Notification

Depending on what the event is, recovery arrangements can be initiated in the following ways:

Municipal Recovery Manager (MRM) is contacted by the Department of Human Services or responsible agency.

**Or**

The Municipal Recovery Manager (MRM) is contacted by the Municipal Emergency Resources Officer (MERO) to begin recovery.

**Or**

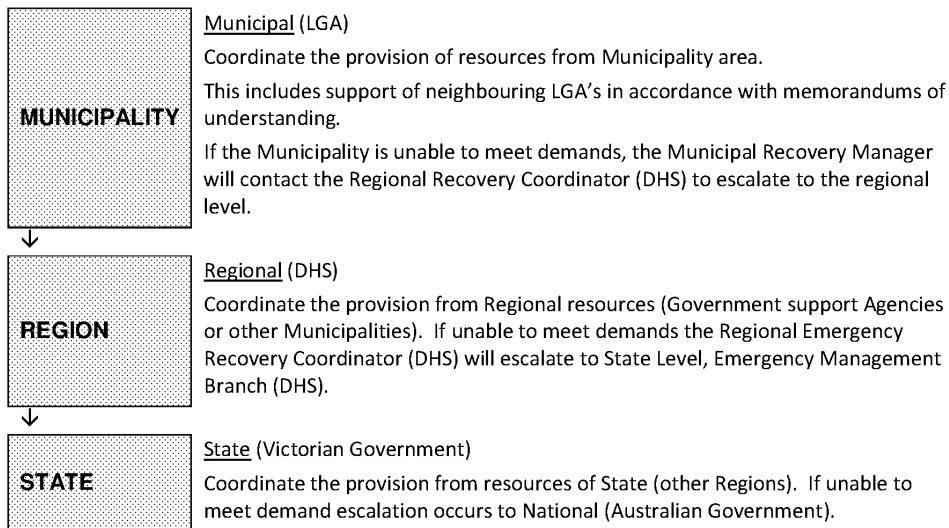
Municipal Recovery Manager (MRM) is contacted by the Regional Recovery Coordinator from the Regional Emergency Management Team

Contact numbers for Municipal recovery contacts are detailed in Appendix 2 of this plan.

### 5.11 Escalation Criteria (Recovery)

Initial recovery management is always undertaken at the Municipal level. The impact of an event may lead to community needs that exceed the capacity of a Municipal Council. The Council may then seek to escalate the level of management to a regional level. This escalation provides an additional layer of management rather than a replacement layer. Further escalation to the state level of management may be necessary in respect of certain service needs in very large or complex events.

Figure 12: Escalation Criteria (Recovery)



## **5.12 Municipal Coordination and Management Arrangements**

### **5.12.1 Municipal Recovery Committee**

Dependent upon the scale of the emergency it may be essential to establish the Municipal Recovery Committee and Recovery Structure. It is important to consider community needs, and the type and location of emergency event, in establishing the Municipal Recovery Committee and Recovery Structure.

Communities recover best when they are supported to manage their own recovery. The primary method of ensuring and fostering community management of recovery after an event is through the use of community recovery committees.

Establishment – the Municipal Recovery Manager has the responsibility to ensure the establishment of community recovery committees as soon as possible after the emergency. Where possible, existing local community representative committees should be used.

The community recovery committee should be a sub-committee to the Municipal Emergency Management Planning Committee.

Membership – membership of community recovery committees will depend on the needs of the affected area and should include:

- Municipal Recovery Manager;
- community development personnel;
- Councillors;
- community groups;
- affected persons;
- business and Tourism Associations;
- government agencies; and
- non-government agencies.

Where there is capacity to assist with recovery services, involvement should also come from local community agencies and private businesses.

Functions – community recovery committees help individuals and communities achieve an effective level of functioning. They can coordinate information, resources, and services in support of an affected community, establish priorities and provide information and advice to the affected community and recovery agencies.

Role – the role of the community recovery committee is to:

- monitor the progress of the recovery process in the community;
- identify community needs and resource requirements and make recommendations to recovery agencies, Council and recovery managers;
- liaise, consult and negotiate on behalf of the community with recovery agencies, government departments and the Council;
- liaise with the Department of Human Services as the recovery coordination agency through the designated regional director or delegate; and
- undertake specific recovery activities as required.

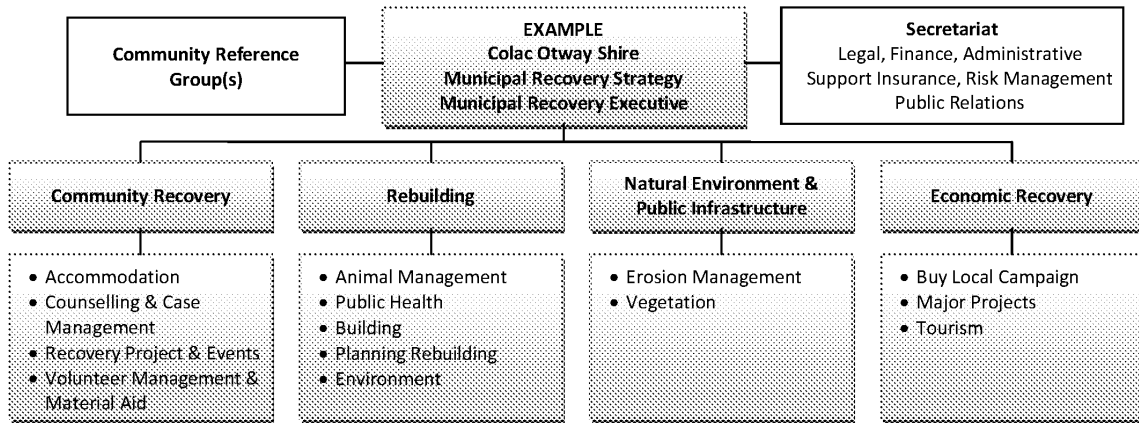
### **5.12.2 Municipal Recovery Committee Structure**

When establishing a Municipal Recovery Committee and Recovery Structure it is important to consider the functional areas of recovery (social, built, economic and natural environments) and it must support a flexible approach that reflects the scale of the emergency and the diverse range of community needs.

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The following diagram is an **example** of a Recovery Structure that **might be** utilised following a large scale emergency.

Figure 13: Recovery Structure



### 5.13 Engagement of Community in Recovery

A vital component in empowering a community in its recovery process is the engagement and involvement of the affected community in planning and participating in the process of recovery. This may be undertaken in a variety of ways depending on the scale of the event and community interest and ability.

The form of any community recovery structure may vary. The varieties for consideration may include:

- Community Recovery Committee constituted independently of Council;
- a Community Reference Group as part of the Municipal Recovery Committee structure; or
- regular community meetings to derive input and feedback from community members in an ad hoc informal manner.

### 5.14 Assessment of Impacts and Needs

The Municipal Recovery Manager will appoint outreach teams to survey / assess the community in affected areas as indicated by the control agency. Impact assessments could be conducted by the LGA, Department of Primary Industries or other relevant agencies depending on the incident. A personal support practitioner should be used as part of the teams.

Prior to outreach teams being placed in the field, the area must be declared safe for this purpose by the control agency. This process is to be arranged through the Municipal Emergency Coordination Centre (MECC).

The Municipal Recovery Manager or Deputy will brief outreach teams prior to deployment and will debrief teams at the completion of the allotted activity.

### 5.15 Communicating with the affected community

There are a range of mechanisms for providing information to the public. These may include but not limited to the following examples.

Community briefings – Community briefings may be conducted by response agencies as part of their role in keeping communities aware of the current emergency situation, before, during, and after

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incidents. Municipal recovery team members including a trained personal support practitioner should be part of the briefing team.

Community information sessions – As soon as practical after an emergency, the Municipal Recovery Manager should arrange community information sessions. The development of these sessions are the first practical step in the process of ensuring a community is actively involved in the recovery management process. These sessions can also be used to support the development of community recovery committees.

The role of community briefings in the recovery context is to:

- provide clarification of the emergency event (control agency);
- provide advice on services available (recovery agencies);
- provide input into the development of management strategies (LGA); and
- provide advice to affected individuals on how to manage their own recovery, including the provision of preventative health information (specialist advisers).

Where the emergency has a criminal component the Municipality will need to consult with the investigating authority on any necessity to restrict the content of the briefings. Local agreements with response agencies that have responsibility for community briefings, will be developed as part of the Municipal Emergency Management Plan.

#### **5.15.1 Single Point of Contact**

Helping people to help themselves is key to recovery and offering a single point of contact will help reduce confusion and create confidence that people are receiving the most up to date and correct information.

MEMPlans should contain arrangements for the promotion of a single point of contact for residents to obtain information about support, services and grants that may be available following an emergency.

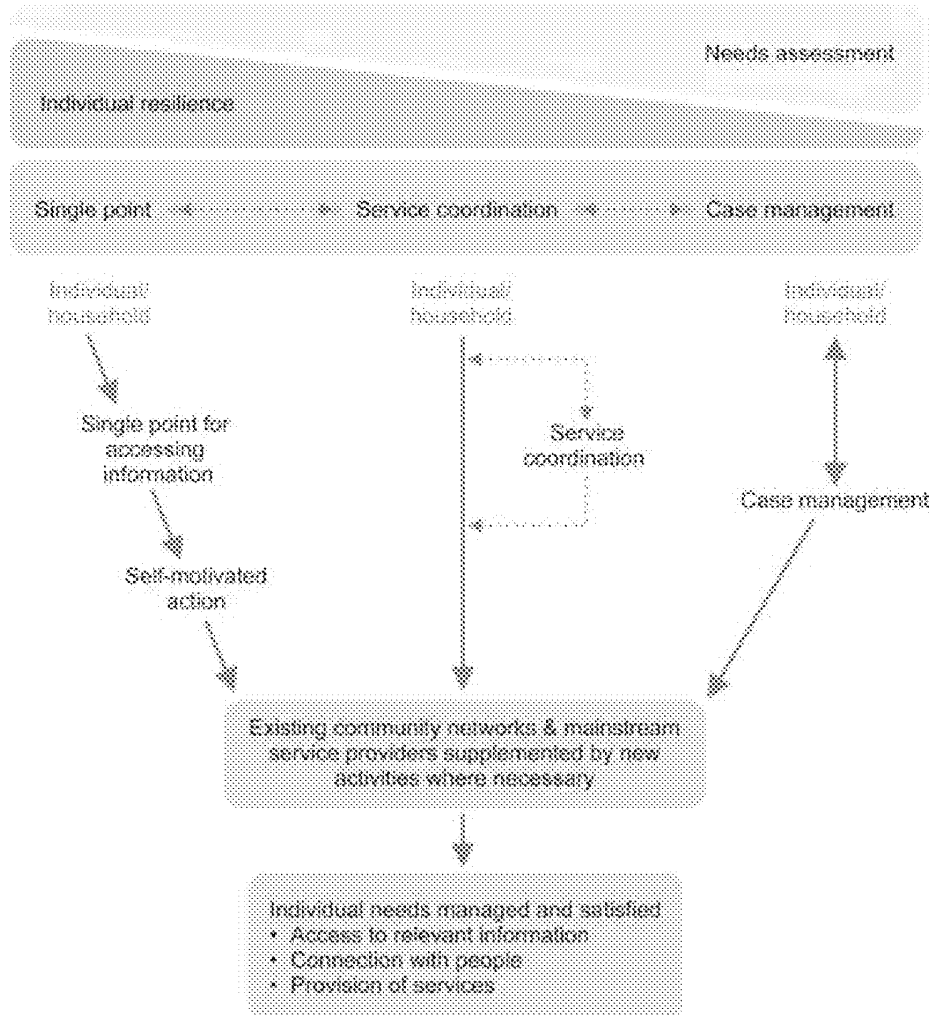
All levels of government will be required to coordinate to determine an appropriate single point of contact for recovery information. It is important that all levels of government and agencies involved promote the same single point of contact.

The agency responsible for the single point of contact mechanism will be determined by the nature, size and impact of the event.

Consideration will need to be given as to how to make this single point of contact as accessible as possible. Phone lines, recovery centres and online web sites are all examples of how to coordinate and delivery a single point of contact. Collecting and organising the information that needs to be made available through the single point of contact is critical.

Keeping records of the requests for information made at the single point of contact can be a valuable source of intelligence about the impact of the event and the recovery needs people have. The records should be regularly reviewing to ensure that local recovery plans are responsive to the needs arising.

Figure 14: Service delivery framework for individualised support program



Source EMMV – Part 6

### 5.16 Recovery Centres

A Recovery Centre is a building in which a coordinated process of support to affected communities in the restoration of their emotional, social, economic and physical well-being is provided. This support will include provision of psychological (e.g. counselling), infrastructural (e.g. temporary accommodation), environmental (e.g. public health), and economic (e.g. financial assistance) services.

As a "One-Stop-Shop" the Recovery Centre will ensure that all agencies and stakeholders are properly integrated into the recovery process, at a single point of entry.

In large or prolonged emergencies, a relief centre may evolve into a recovery centre when the emergency response has concluded. This transition should be seamless, as the Municipal Council will continue to assume the responsibility for the management of these centres. Coordination responsibility will pass from the Response Coordinator (Victoria Police) to the Recovery Coordinator (Local Government or Department of Human Services, depending on the scale of the recovery). This handover

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will occur only after agreement has been reached between the response and recovery coordinators, and after any necessary documentation has been completed to the mutual satisfaction of both coordinators.

With this possibility in mind, Councils should evaluate the appropriateness of potential sites for relief and/or recovery centres carefully, taking into account the possibility that the venue may be requested for recovery purposes committed for some considerable period after the response to the emergency has ended.

Communication of Recovery Activities - The following communication options should be considered as part of the recovery process. The use of these options should be coordinated through the Municipal Recovery Manager in consultation with other key recovery and response agencies.

- Dedicated Phone Line
- Advertisements within Local Newspapers
- Newsletters
- Media Release

### **5.17 Case Management**

The implementation of an effective Emergency Case Management Service to support individuals and families affected by an emergency relies on significant collaboration between state government, Municipalities and community service organisations.

Case Management is strongly embedded into existing recovery structures established to manage and provide recovery services. These may include using existing Municipal, regional and state recovery committees and the establishment of recovery centres where required.

Colac Otway Shire will liaise with Department of Human Services whether delivering the Emergency Case Management System directly or coordinating the delivery by a health or community service organisation. A request for funding to coordinate or deliver the service will be forwarded to the DHS Regional Recovery Coordinator. The funding submission will contain the following:

- Estimated number of households affected
- Nature of the impacts of the emergency on individuals, households and the community
- Details in relation to the capacity of local services to respond

Where there is potential for primary producers to be affected by an emergency, the Shire will liaise with Department of Human Services and Department of Primary Industries to determine the circumstances in which case management support may be delivered in a coordinated approach.

### **5.18 Sharing of Personal Information**

As per info sheet 02.10 from the Office of the Victorian Privacy Commissioner

“Usually, an organisation should only use information for the purpose it is collected (IPP 2). However, if new personal information is collected in order to respond to an emergency, sharing that information where necessary with other organisations involved in the disaster response or recovery may be considered to be disclosure for the primary purpose of collection.”



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### **5.19 Offers of Voluntary Assistance**

The Municipal Recovery Manager (MRM) will appoint a person to act as volunteer coordinator who will collate all offers of voluntary assistance and coordinate activity of volunteers.

Volunteers are usually made available by various service clubs including, Rotary, Lions, Freemasons, Apex etc. Volunteers need to be coordinated by Council officers – especially when involved in clean-up operations.

Volunteers need to be equipped with the necessary personal protective equipment and will also be instructed in OH&S.

### **5.20 Offers Material Assistance**

Any offers for material assistance will be coordinated by the lead agency listed in 5.2 Service and Agencies for Recovery.

### **5.21 Post Impact Assessments**

A Post Impact Assessment draws upon information gathered from the Rapid Impact Assessment and is an appraisal of the extent of damage, disruption and breakdown to the community and its infrastructure resulting from the emergency or disaster.

To facilitate this process the MRM supported by the additional Council staff as early as practical:

1. Survey the extent of damage and evaluate financial and material aid needs;
2. Provide a priority listing to assist agencies in the performance of their functions to address community needs;
3. Monitor the acquisition and application of financial and material aid provided or required during the recovery period; and
4. Create a clear, implementable, and timely Recovery Plan as required (large scale emergency).

### **5.22 Financial Considerations**

The emergency management arrangements are predicated on the assumption that agencies agree to meet reasonable costs associated with the provision of services. The general principal is that costs are within the “reasonable means” of an agency or organisation is met by that agency or organisation.

Municipal Recovery Managers are responsible for implementing processes to assist with the monitoring of costs associated with the recovery process.

### **5.23 Reporting Arrangements**

Municipal Council's should regularly monitor and report on the impacts of emergency incidents on affected communities, during and following the incident, to ensure recovery agencies can promptly respond and provide assistance where required.

The following information that should be included in the monitoring and reporting of recovery activities;

- Size and location affected areas
- Number of premises which are;
  - ✓ Uninhabitable, inaccessible, destroyed or damaged
  - ✓ Dwelling type (if known) house, caravan, flat/unit or other.

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- Number of persons affected
  - ✓ Adults / children
  - ✓ Immediate needs
  - ✓ Accommodation, health and or personal needs
- Relief/Recovery Centres locations and hours of operations
- Community briefings/information sessions
  - ✓ Date, location held and number of attendees (approx)
  - ✓ Upcoming, date and location

#### **5.24 Testing, Evaluation and Review**

In accordance with the EMMV and under the direction of the Chief Executive Officer of the Municipal Council, Municipal level agencies and organisations, will participate in emergency recovery exercises to test these recovery arrangements at least annually, unless there has been activation during the period.

Emergency recovery exercises may be conducted in a variety of formats and may test various parts of the arrangements at different levels of recovery management. There should also be testing of the links between the levels of recovery management.

Emergency recovery exercises may be run in conjunction with other emergency management exercises or agency exercises, but must have discrete aims and objectives for the testing of recovery arrangements.

The Municipal Recovery Manager will summarise the outcomes of exercises for the Regional Recovery Coordinator (DHS), who in turn will provide a summary of all regional exercises to the State Recovery Coordinator.

#### **5.25 Evaluation of Recovery Activities**

Evaluation of recovery activities and recovery programs following emergency events is essential to maximise lessons learned and identify where improvements can be made. Evaluation may take the form of a formal debrief of operations, or may involve workshops, seminars or applied research into particular areas of activity.

The Municipal Recovery Manager (MRM) should conduct an evaluation of recovery operations following activation of the recovery arrangements in the Municipal Emergency Management Plan. The evaluation may be an informal or formal debrief depending on the scale of the activation, and must identify the strengths and weaknesses of the local operational response to the needs of the community.

The Municipal Recovery Manager must ensure that the Regional Recovery Coordinator (DHS) is made aware of the outcome of the evaluation.

**5.26 Services and Agencies for Recovery**

The tables below are provided as a guide to indicate the range and types of services, which may be needed in a recovery process and the principal sources of those services. The information shown is in summary form.

**Table 6: Services and Agencies for Recovery**

| Recipient                   | Service Provided                                                                                                                                                                                                                                                                                                                                                                                                                                               | Lead Coordinator                                                               | Providers / Agencies                                                                                                                                                                                                | Other Providers |
|-----------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| <b>Accommodation (Temp)</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                |                                                                                                                                                                                                                     |                 |
| Individuals and families    | <ul style="list-style-type: none"> <li>Short term accommodation for persons whose primary place of residence is affected by an emergency incident which prevents occupancy</li> </ul>                                                                                                                                                                                                                                                                          | <ul style="list-style-type: none"> <li>Dept of Human Services (DHS)</li> </ul> | <ul style="list-style-type: none"> <li>Australian Red Cross (ARC) Single Incident</li> <li>Insurance companies</li> <li>Municipal Councils</li> <li>Local Caravan Parks / Motels</li> <li>Salvation Army</li> </ul> |                 |
| <b>Case Management</b>      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                |                                                                                                                                                                                                                     |                 |
| Individuals and families    | <ul style="list-style-type: none"> <li>Helping affected persons to identify their needs</li> <li>Encouraging individuals to connect with family, friends and community</li> <li>Ensuring affected persons know how to keep informed about community recovery activities.</li> <li>Ensuring affected persons know about the information and support services available in their area, and how to connect into the services they may wish to receive.</li> </ul> | <ul style="list-style-type: none"> <li>Municipal Councils</li> </ul>           | <ul style="list-style-type: none"> <li>Community Services Organisation</li> <li>{To be determined}</li> </ul>                                                                                                       |                 |
| <b>Catering / Food</b>      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                |                                                                                                                                                                                                                     |                 |
| Individuals and families    | <ul style="list-style-type: none"> <li>Provision of food</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                            | <ul style="list-style-type: none"> <li>Salvation</li> </ul>                    | <ul style="list-style-type: none"> <li>VicRelief Foodbank</li> </ul>                                                                                                                                                |                 |
| Recovery Agencies           | <ul style="list-style-type: none"> <li>Provision of catering</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                        | <ul style="list-style-type: none"> <li>Australian Red Cross (ARC)</li> </ul>   | <ul style="list-style-type: none"> <li>Salvation Army</li> </ul>                                                                                                                                                    |                 |
|                             | <ul style="list-style-type: none"> <li>Food supply source for response and recovery agencies</li> </ul>                                                                                                                                                                                                                                                                                                                                                        | <ul style="list-style-type: none"> <li>VicRelief Foodbank</li> </ul>           |                                                                                                                                                                                                                     |                 |

| Recipient                                           |                                                                                                                                                                                                                                                                        | Service Provided                                                                                                                                    |  | Providers / Agencies                                                                                                          |  |
|-----------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|--|-------------------------------------------------------------------------------------------------------------------------------|--|
|                                                     |                                                                                                                                                                                                                                                                        | Lead Coordinator                                                                                                                                    |  | Other Providers                                                                                                               |  |
| Critical Infrastructure food supplies and logistics | <ul style="list-style-type: none"> <li>Damage assessment</li> <li>Assistance with interdependencies, contingency arrangements and reconstruction</li> </ul>                                                                                                            | Dept Primary Industries (DPI)                                                                                                                       |  | Food Supply SCN                                                                                                               |  |
| <b>Communication / Equipment</b>                    |                                                                                                                                                                                                                                                                        |                                                                                                                                                     |  |                                                                                                                               |  |
| Community                                           | <ul style="list-style-type: none"> <li>Ensure supporting communications facilities are provided to response agencies and the community</li> <li>Provision of communications to the community where conventional communications facilities are not available</li> </ul> | <ul style="list-style-type: none"> <li>Telstra</li> <li>WICEN</li> <li>Wireless Institute Civil EM Network</li> </ul>                               |  |                                                                                                                               |  |
| Recovery Agencies                                   | <ul style="list-style-type: none"> <li>Provide support to other agencies, where appropriate, for recovery activities involving communication services</li> </ul>                                                                                                       | <ul style="list-style-type: none"> <li>Emergency Services Telecommunication Authorities</li> </ul>                                                  |  |                                                                                                                               |  |
| Response / Recovery Agencies                        | <ul style="list-style-type: none"> <li>Provision of communications or supplementary facilities for and between response and/or recovery agencies</li> </ul>                                                                                                            | <ul style="list-style-type: none"> <li>WICEN</li> <li>Wireless Institute Civil EM Network</li> </ul>                                                |  |                                                                                                                               |  |
| <b>Community Development</b>                        |                                                                                                                                                                                                                                                                        |                                                                                                                                                     |  |                                                                                                                               |  |
| Community recovery Committee                        | <ul style="list-style-type: none"> <li>Funding</li> <li>Administrative support</li> <li>Support personnel</li> <li>Advice</li> </ul>                                                                                                                                   | <ul style="list-style-type: none"> <li>Municipal Councils</li> <li>Dept of Human Services (DHS)</li> </ul>                                          |  | <ul style="list-style-type: none"> <li>Australian Red Cross (ARC)</li> <li>Service Clubs</li> <li>Community groups</li> </ul> |  |
| Communities                                         | <ul style="list-style-type: none"> <li>Employment and economic redevelopment program</li> <li>Community support activities</li> </ul>                                                                                                                                  | <ul style="list-style-type: none"> <li>DIIRD</li> <li>DPCD</li> <li>Municipal Councils</li> <li>Australian Red Cross (ARC)</li> <li>DPCD</li> </ul> |  | <ul style="list-style-type: none"> <li>Service Clubs</li> <li>Community groups</li> </ul>                                     |  |
| Municipal Councils                                  | <ul style="list-style-type: none"> <li>Funding</li> <li>Additional equipment</li> <li>Support personnel</li> <li>Advice</li> </ul>                                                                                                                                     | <ul style="list-style-type: none"> <li>Dept of Treasury &amp; Finance (DTF)</li> <li>Dept of Human Services (DHS)</li> </ul>                        |  |                                                                                                                               |  |

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| Recipient                                    |                                                                                                                                                                                                                                                                                                 | Service Provided                                                                                                |                                                                    | Providers / Agencies                                                                                |  |
|----------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|--|
|                                              |                                                                                                                                                                                                                                                                                                 | Lead Coordinator                                                                                                |                                                                    | Other Providers                                                                                     |  |
| <b>Control Line Rehabilitation</b>           |                                                                                                                                                                                                                                                                                                 |                                                                                                                 |                                                                    |                                                                                                     |  |
| Affected Land owner                          | <ul style="list-style-type: none"> <li>Rehabilitation of CFA or DSE fire control lines for wildfire suppression – when the fire originates on Public Land</li> </ul>                                                                                                                            | DSE                                                                                                             |                                                                    |                                                                                                     |  |
| <b>Emergency Shelter</b>                     |                                                                                                                                                                                                                                                                                                 |                                                                                                                 |                                                                    |                                                                                                     |  |
| Municipal Councils                           | <ul style="list-style-type: none"> <li>Provision of emergency evacuation centres at the lifesaving clubrooms</li> </ul>                                                                                                                                                                         | Life Saving Victoria                                                                                            |                                                                    |                                                                                                     |  |
| <b>Environmental Health</b>                  |                                                                                                                                                                                                                                                                                                 |                                                                                                                 |                                                                    |                                                                                                     |  |
| Individuals, families and Municipal Councils | <ul style="list-style-type: none"> <li>Advice on the properties and environmental impacts of hazardous materials</li> </ul>                                                                                                                                                                     | EPA                                                                                                             |                                                                    |                                                                                                     |  |
| Municipal Councils                           | <ul style="list-style-type: none"> <li>Cleanup following oil or chemical pollution incidents on parks, reserves, rivers, waterways and local ports managed by Parks Victoria in liaison with Marine Safety Victoria and the EPA</li> <li>Beach / foreshore Clean up</li> </ul>                  | <ul style="list-style-type: none"> <li>Parks Victoria (PV)</li> <li>DSE</li> <li>Parks Victoria (PV)</li> </ul> | <ul style="list-style-type: none"> <li>DSE</li> <li>EPA</li> </ul> | <ul style="list-style-type: none"> <li>EPA</li> <li>Australian Maritime Safety Authority</li> </ul> |  |
| All                                          | <ul style="list-style-type: none"> <li>Assessing environmental impacts of emergencies</li> </ul>                                                                                                                                                                                                | EPA                                                                                                             |                                                                    |                                                                                                     |  |
| <b>Evacuations</b>                           |                                                                                                                                                                                                                                                                                                 |                                                                                                                 |                                                                    |                                                                                                     |  |
| <b>Fencing / Assets</b>                      |                                                                                                                                                                                                                                                                                                 |                                                                                                                 |                                                                    |                                                                                                     |  |
| Primary producers and rural land managers    | <ul style="list-style-type: none"> <li>Assistance to repair of crown land boundary fencing - To make an equitable contribution to the landholder bushfire recovery. Grants are available to cover the fence insurance excess fee up to \$400 when the fire originates on Public land</li> </ul> | Dept Primary Industries (DPI)                                                                                   |                                                                    |                                                                                                     |  |
|                                              | <ul style="list-style-type: none"> <li>Restoration of fencing or other assets damaged by prescribed burns that escaped from Public Lands - To make an equitable contribution to the landholder's</li> </ul>                                                                                     | DSE                                                                                                             |                                                                    |                                                                                                     |  |



| Recipient                         | Service Provided                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Lead Coordinator                                                                       | Providers / Agencies                                                                                                                                                   | Other Providers |
|-----------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
|                                   | <ul style="list-style-type: none"> <li>bushfire recovery; full cost is met</li> <li>Restoration of fencing or other assets damaged by machinery used in bushfire control - To make an equitable contribution to the landholder's bushfire recovery; full cost is met – Only applicable for bushfires originating on Public land</li> </ul>                                                                                                                                                                                                                                                                                                                                                    |                                                                                        | <ul style="list-style-type: none"> <li>DSE</li> </ul>                                                                                                                  |                 |
| <b>Financial Assistance / Aid</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                        |                                                                                                                                                                        |                 |
| Individuals and families          | <ul style="list-style-type: none"> <li>Relief of personal hardship Emergency Grant</li> <li>Temporary Living and or Reconstruction Grant - subject to declaration by the Minister for Family and Community Services</li> <li>Provision of the Disaster Relief Payment may be offered, subject to declaration by the Minister for Family and Community Services</li> <li>Financial assistance to people whose normal means of livelihood have been disrupted, whether in short or long term, by an emergency</li> <li>Loan funds towards restoration of dwelling</li> <li>Provide information and financial assistance to affected households</li> <li>Management of public appeals</li> </ul> | <ul style="list-style-type: none"> <li>Dept of Human Services (DHS)</li> </ul>         | <ul style="list-style-type: none"> <li>Insurance companies</li> <li>Financial intuitions</li> <li>Charities</li> <li>Public appeals</li> <li>Salvation Army</li> </ul> |                 |
|                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <ul style="list-style-type: none"> <li>Centrelink</li> </ul>                           |                                                                                                                                                                        |                 |
|                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <ul style="list-style-type: none"> <li>RFCV</li> </ul>                                 |                                                                                                                                                                        |                 |
|                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <ul style="list-style-type: none"> <li>Australian Red Cross (ARC)</li> </ul>           |                                                                                                                                                                        |                 |
| Municipal Councils                | <ul style="list-style-type: none"> <li>Provide financial assistance to relevant Municipal Councils (including government agencies) for emergency protection works and restoration of public assets</li> <li>Specific funding programs</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                              | <ul style="list-style-type: none"> <li>Dept of Treasury &amp; Finance (DTF)</li> </ul> | <ul style="list-style-type: none"> <li>Insurance companies</li> <li>Financial intuitions</li> <li>Public appeals</li> </ul>                                            |                 |
|                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <ul style="list-style-type: none"> <li>DIIRD</li> </ul>                                |                                                                                                                                                                        |                 |
| Small businesses                  | <ul style="list-style-type: none"> <li>Loan funds towards restoration of income earning assets; working capital</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <ul style="list-style-type: none"> <li>RFCV</li> </ul>                                 | <ul style="list-style-type: none"> <li>Insurance companies</li> <li>Financial intuitions</li> <li>Public appeals</li> </ul>                                            |                 |



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| Recipient                                       | Service Provided                                                                                                                                                                                                                                                                                                            | Lead Coordinator                                                                       | Providers / Agencies                                                                                                        | Other Providers                                                        |
|-------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|
| Employees, Small Businesses / Primary Producers | <ul style="list-style-type: none"> <li>Coordinate business recovery initiatives for industry</li> <li>Fund and administer programs for business development and recovery</li> </ul>                                                                                                                                         | <ul style="list-style-type: none"> <li>DIIRD</li> </ul>                                |                                                                                                                             |                                                                        |
| Primary producers and rural land managers       | <ul style="list-style-type: none"> <li>Disaster Income Recovery Subsidy to assist employees, small business persons and farmers who have had a loss of income as a direct result of the flooding and severe weather event</li> <li>Administration of specific assistance programs</li> </ul>                                | <ul style="list-style-type: none"> <li>Dept Primary Industries (DPI)</li> </ul>        | <ul style="list-style-type: none"> <li>Insurance companies</li> <li>Financial intuitions</li> <li>Public appeals</li> </ul> |                                                                        |
| Community Groups                                | <ul style="list-style-type: none"> <li>Provide information and financial assistance</li> <li>The provision of a \$15,000 clean up and restoration grants are available for eligible Primary Producers, Businesses and non-profit organisations</li> <li>Low interest loans of up to \$200,000 are also available</li> </ul> | <ul style="list-style-type: none"> <li>RFCV</li> </ul>                                 | <ul style="list-style-type: none"> <li>Insurance companies</li> <li>Financial intuitions</li> <li>Public appeals</li> </ul> |                                                                        |
| Deceased Persons                                | <ul style="list-style-type: none"> <li>Loan funds towards restoration of assets</li> <li>Rural leadership &amp; community events program</li> </ul>                                                                                                                                                                         | <ul style="list-style-type: none"> <li>DIIRD</li> </ul>                                |                                                                                                                             |                                                                        |
|                                                 | <ul style="list-style-type: none"> <li>Financial assistance with the burials for those with insufficient means. State Trustees can assume responsibility for financing and arranging the plot and funeral of deceased persons reported to the coroner, who have assets less than \$1,000</li> </ul>                         | <ul style="list-style-type: none"> <li>State Trustees</li> </ul>                       |                                                                                                                             |                                                                        |
| <b>First Aid / EM Medical Care</b>              |                                                                                                                                                                                                                                                                                                                             |                                                                                        |                                                                                                                             |                                                                        |
| Individuals and families and Agency Support     | <ul style="list-style-type: none"> <li>Provision of first aid services to other emergency services agencies and the public</li> </ul>                                                                                                                                                                                       | <ul style="list-style-type: none"> <li>St John Ambulance V/c</li> </ul>                |                                                                                                                             | <ul style="list-style-type: none"> <li>Australian Red Cross</li> </ul> |
| Flood                                           |                                                                                                                                                                                                                                                                                                                             |                                                                                        |                                                                                                                             |                                                                        |
| Municipal Councils                              | <ul style="list-style-type: none"> <li>Develop plans and construct works to restore waterways damaged by floods, if they create an</li> </ul>                                                                                                                                                                               | <ul style="list-style-type: none"> <li>Catchment Management Authority (CMA)</li> </ul> |                                                                                                                             |                                                                        |

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PART 5 - EM RELIEF & RECOVERY ARRANGEMENTS

| Recipient                |  | Service Provided                                                                                                                                                                                                                                                                                                                        | Lead Coordinator                                                                                                         | Providers / Agencies                                                                                                                                      | Other Providers                                                                                        |
|--------------------------|--|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|
| Information Services     |  | <ul style="list-style-type: none"> <li>Immediate danger to CMA works, public and private assets</li> <li>Assist in the assessment of natural disaster relief claims for restoration of flood damage to public assets</li> </ul>                                                                                                         | <ul style="list-style-type: none"> <li>DSE</li> </ul>                                                                    | <ul style="list-style-type: none"> <li>Dept of Human Services (DHS) / Municipal Councils</li> <li>Insurance Council of Australia</li> <li>RFCV</li> </ul> | <ul style="list-style-type: none"> <li>DIIRD</li> <li>DPCD</li> <li>Centrelink</li> <li>VCC</li> </ul> |
| Individuals and families |  | <ul style="list-style-type: none"> <li>Advice on financial assistance, insurance claims, legal advice and referral services</li> <li>Provision of assistance and advice to those who have been affected by fire, explosion, gas or chemical leak etc</li> <li>Provide advice, information and assistance to affected persons</li> </ul> | <ul style="list-style-type: none"> <li>CFA</li> <li>Dept of Human Services (DHS)</li> <li>Dept of Health (DH)</li> </ul> | <ul style="list-style-type: none"> <li>Dept of Human Services (DHS) / Municipal Councils</li> <li>DPCD</li> </ul>                                         | <ul style="list-style-type: none"> <li>Dept Primary Industries (DPI)</li> </ul>                        |
| Communities              |  | <ul style="list-style-type: none"> <li>Advice on assistance and recovery strategies and community redevelopment programs</li> </ul>                                                                                                                                                                                                     | <ul style="list-style-type: none"> <li>CFA</li> </ul>                                                                    | <ul style="list-style-type: none"> <li>Dept of Human Services (DHS) / Municipal Councils</li> <li>DPCD</li> </ul>                                         | <ul style="list-style-type: none"> <li>DIIRD</li> </ul>                                                |
| Recovery Agencies        |  | <ul style="list-style-type: none"> <li>Provision of assistance, advice and information</li> </ul>                                                                                                                                                                                                                                       | <ul style="list-style-type: none"> <li>Dept of Health (DH)</li> </ul>                                                    | <ul style="list-style-type: none"> <li>Building Commission</li> </ul>                                                                                     |                                                                                                        |
| Municipal Councils       |  | <ul style="list-style-type: none"> <li>Advice on safe water, safe food, waste disposal, adequate washing / toilet facilities</li> <li>Accommodation Standards</li> <li>Advice on erosion, catchment protection and reforestation</li> <li>Flora, fauna</li> <li>Environmental Issues</li> </ul>                                         | <ul style="list-style-type: none"> <li>DSE</li> <li>Parks Victoria (PV)</li> </ul>                                       | <ul style="list-style-type: none"> <li>Dept Primary Industries (DPI)</li> <li>EPA</li> </ul>                                                              |                                                                                                        |
|                          |  | <ul style="list-style-type: none"> <li>Advice on disposal of dead / maimed stock</li> </ul>                                                                                                                                                                                                                                             |                                                                                                                          |                                                                                                                                                           |                                                                                                        |

| Recipient                                                                              |                                                                                                                                                                                                                                                                                          | Service Provided                                                                                                                                                              |  | Providers / Agencies |                 |
|----------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|----------------------|-----------------|
|                                                                                        |                                                                                                                                                                                                                                                                                          |                                                                                                                                                                               |  | Lead Coordinator     | Other Providers |
|                                                                                        | <ul style="list-style-type: none"> <li>Provide advice, information and assistance</li> <li>Fish and fish habitat</li> </ul>                                                                                                                                                              | <ul style="list-style-type: none"> <li>Dept of Human Services (DHS)</li> <li>Dept of Health (DH)</li> <li>DSE</li> </ul>                                                      |  |                      |                 |
| Government                                                                             | <ul style="list-style-type: none"> <li>Provide information to governments and other interested parties and maintain statistics showing the final insured cost of an event</li> <li>Establish contact with governments at all levels and participate on any external committee</li> </ul> | <ul style="list-style-type: none"> <li>Insurance Council of Australia</li> </ul>                                                                                              |  |                      |                 |
| <b>Information Services (continued)</b>                                                |                                                                                                                                                                                                                                                                                          |                                                                                                                                                                               |  |                      |                 |
| Primary producers and rural land managers                                              | <ul style="list-style-type: none"> <li>Technical advice on re-establishment or alternative strategies</li> <li>Advice on disposal of dead and maimed stock</li> </ul>                                                                                                                    | <ul style="list-style-type: none"> <li>Dept Primary Industries (DPI)</li> <li>Dept Primary Industries (DPI)</li> <li>EPA</li> </ul>                                           |  |                      |                 |
| Small businesses                                                                       | <ul style="list-style-type: none"> <li>Provide advisory and mentoring services on options and support available</li> <li>Coordinate business recovery initiatives for industry</li> </ul>                                                                                                | <ul style="list-style-type: none"> <li>DIIRD</li> </ul>                                                                                                                       |  |                      |                 |
| All                                                                                    | <ul style="list-style-type: none"> <li>Mapping services / information (Spatial Information Infrastructure)</li> </ul>                                                                                                                                                                    | <ul style="list-style-type: none"> <li>DSE</li> </ul>                                                                                                                         |  |                      |                 |
| <b>Insurance</b>                                                                       |                                                                                                                                                                                                                                                                                          |                                                                                                                                                                               |  |                      |                 |
| Individuals / families / Businesses                                                    | <ul style="list-style-type: none"> <li>An insurance hotline has been established for consumers who have lost insurance papers or have general inquiries, this hotline is available.</li> </ul>                                                                                           | <ul style="list-style-type: none"> <li>Insurance Council</li> <li>1300 728 228 (Consumers with claims to lodge should contact their insurer and not this hotline).</li> </ul> |  |                      |                 |
| <b>Interpreting Services</b>                                                           |                                                                                                                                                                                                                                                                                          |                                                                                                                                                                               |  |                      |                 |
| All                                                                                    | <ul style="list-style-type: none"> <li>Translating &amp; Interpreting Service</li> </ul>                                                                                                                                                                                                 | <ul style="list-style-type: none"> <li>Dept of Immigration and Citizenship (DIAC)</li> </ul>                                                                                  |  |                      |                 |
| <ul style="list-style-type: none"> <li>Material Aid (Clothing, Bedding Etc)</li> </ul> |                                                                                                                                                                                                                                                                                          |                                                                                                                                                                               |  |                      |                 |

| Recipient                                                                                    | Service Provided                                                                                                                                                                                                                                                                                                                                                            | Lead Coordinator                                                                                           | Providers / Agencies<br>Other Providers                                                                                                                                                                              |
|----------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Individuals and families                                                                     | <ul style="list-style-type: none"> <li>Material Aid and essential personal and household items; e.g. clothing, bedding etc</li> </ul>                                                                                                                                                                                                                                       | <ul style="list-style-type: none"> <li>Salvation Army</li> </ul>                                           | <ul style="list-style-type: none"> <li>Australian Red Cross (ARC) Single Incident</li> <li>Brotherhood of St Laurence</li> <li>Municipal Councils</li> <li>St Vincent de Paul</li> <li>VicRelief Foodbank</li> </ul> |
| Primary producers<br>Small businesses                                                        | <ul style="list-style-type: none"> <li>Fodder, income generating access</li> </ul>                                                                                                                                                                                                                                                                                          | <ul style="list-style-type: none"> <li></li> </ul>                                                         | <ul style="list-style-type: none"> <li>Public appeals</li> <li>Interest groups</li> </ul>                                                                                                                            |
| <b>Outreach programs</b>                                                                     |                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                            |                                                                                                                                                                                                                      |
| Individuals, families and communities                                                        | <ul style="list-style-type: none"> <li>Outreach programs providing personal support and information</li> <li>Provision of an information service and resources (including REDPlan)</li> <li>Provision of staff with specialist skills to work with disaster affected individuals and communities; e.g. social worker, Indigenous services Officers</li> </ul>               | <ul style="list-style-type: none"> <li>Australian Red Cross (ARC)</li> </ul>                               | <ul style="list-style-type: none"> <li>DHS</li> <li>Centrelink</li> </ul>                                                                                                                                            |
| <b>Outreach programs (continued)</b>                                                         |                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                            |                                                                                                                                                                                                                      |
| Recovery Agencies                                                                            | <ul style="list-style-type: none"> <li>Support outreach activities with trained outreach and visitation workers</li> </ul>                                                                                                                                                                                                                                                  | <ul style="list-style-type: none"> <li>VCC</li> </ul>                                                      |                                                                                                                                                                                                                      |
| <b>Personal Support / Counseling Services</b>                                                |                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                            |                                                                                                                                                                                                                      |
| <ul style="list-style-type: none"> <li>Individuals, families and communities</li> </ul>      | <ul style="list-style-type: none"> <li>Provide personal support and pastoral services at emergency recovery centres</li> <li>Provide personal support and other information to people affected by emergencies</li> <li>Conduct services of worship and assist in the organisation of public memorials and gatherings to support the recovery of affected persons</li> </ul> | <ul style="list-style-type: none"> <li>VCC</li> </ul>                                                      |                                                                                                                                                                                                                      |
| <ul style="list-style-type: none"> <li>Individuals, families and community groups</li> </ul> | <ul style="list-style-type: none"> <li>Coordination provision of Personal Support (Psychological first aid) at incident sites and across</li> </ul>                                                                                                                                                                                                                         | <ul style="list-style-type: none"> <li>Dept of Human Services (DHS)</li> <li>Municipal Councils</li> </ul> | <ul style="list-style-type: none"> <li>Centrelink</li> <li>Community Health / Mental Health</li> </ul>                                                                                                               |



| Recipient                                 | Service Provided                                                                                                                                                  | Lead Coordinator                                                                                    | Providers / Agencies                                                                                                                                                                                                                                                                       | Other Providers |
|-------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
|                                           | the community                                                                                                                                                     | <ul style="list-style-type: none"> <li>VCC</li> </ul>                                               | <ul style="list-style-type: none"> <li>DEECD</li> <li>Hospitals</li> <li>Private health providers</li> <li>Australian Red Cross (ARC)</li> <li>Salvation Army</li> <li>Voluntary groups</li> </ul>                                                                                         |                 |
|                                           | <ul style="list-style-type: none"> <li>Mental health services and support</li> </ul>                                                                              |                                                                                                     |                                                                                                                                                                                                                                                                                            |                 |
|                                           | <ul style="list-style-type: none"> <li>Support groups</li> </ul>                                                                                                  |                                                                                                     |                                                                                                                                                                                                                                                                                            |                 |
|                                           | <ul style="list-style-type: none"> <li>Community activities</li> </ul>                                                                                            |                                                                                                     |                                                                                                                                                                                                                                                                                            |                 |
| Individual and families                   | <ul style="list-style-type: none"> <li>To provide support and counselling to the families of deceased persons</li> </ul>                                          | <ul style="list-style-type: none"> <li>VCC</li> </ul>                                               | <ul style="list-style-type: none"> <li>Coroners Court of Victoria</li> <li>Dept of Human Services (DHS)</li> <li>Hope Bereavement Care/ SIDS &amp; Kids</li> <li>Road Trauma Support Team</li> <li>Specialist Bereavement Counselling Service</li> <li>Uniting Church Australia</li> </ul> |                 |
| <b>Rebuilding and Utility Restoration</b> |                                                                                                                                                                   |                                                                                                     |                                                                                                                                                                                                                                                                                            |                 |
| Individuals, families, community groups   | <ul style="list-style-type: none"> <li>Assessment, repair and rebuilding</li> </ul>                                                                               | <ul style="list-style-type: none"> <li>Municipal Councils</li> </ul>                                | <ul style="list-style-type: none"> <li>Service clubs</li> <li>Trade Associations</li> <li>SES</li> </ul>                                                                                                                                                                                   |                 |
|                                           | <ul style="list-style-type: none"> <li>Essential Household Services:</li> <li>Water</li> <li>Power</li> <li>Telephone</li> <li>Gas</li> <li>Sanitation</li> </ul> | <ul style="list-style-type: none"> <li>Australia Energy Market Operator (page 7-17 EMMV)</li> </ul> | <ul style="list-style-type: none"> <li>Water / sewerage authorities</li> <li>Telstra</li> <li>Powercor Australia</li> <li>Gas distribution companies</li> <li>Dept of Health (DH)</li> </ul>                                                                                               |                 |
|                                           | <ul style="list-style-type: none"> <li>Provision of building safety and maintenance</li> </ul>                                                                    | <ul style="list-style-type: none"> <li>Building Commission</li> </ul>                               |                                                                                                                                                                                                                                                                                            |                 |

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PART 5 - EM RELIEF & RECOVERY ARRANGEMENTS

| Recipient                          |                                                                                                                                                                                                                                                                          | Service Provided |                                                                                                                           | Providers / Agencies |                                                                       |
|------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|---------------------------------------------------------------------------------------------------------------------------|----------------------|-----------------------------------------------------------------------|
|                                    |                                                                                                                                                                                                                                                                          |                  |                                                                                                                           | Lead Coordinator     | Other Providers                                                       |
|                                    | Information to affected persons                                                                                                                                                                                                                                          |                  |                                                                                                                           |                      |                                                                       |
| Municipal Councils                 | <ul style="list-style-type: none"> <li>Roads and bridges</li> </ul>                                                                                                                                                                                                      |                  | <ul style="list-style-type: none"> <li>VicRoads</li> </ul>                                                                |                      |                                                                       |
| Public land                        | <ul style="list-style-type: none"> <li>Clearing, restoration and rehabilitation of roads, bridges and other public assets</li> </ul>                                                                                                                                     |                  | <ul style="list-style-type: none"> <li>Municipal Councils</li> <li>DSE / Parks Victoria (PV)</li> <li>VicRoads</li> </ul> |                      |                                                                       |
| Recovery agencies                  | <ul style="list-style-type: none"> <li>Provision of building maintenance and safety information resources</li> </ul>                                                                                                                                                     |                  | <ul style="list-style-type: none"> <li>Building commission</li> </ul>                                                     |                      |                                                                       |
| <b>Rehabilitation</b>              |                                                                                                                                                                                                                                                                          |                  |                                                                                                                           |                      |                                                                       |
| Municipal Councils                 | <ul style="list-style-type: none"> <li>Rehabilitation of disturbance resulting from wildfire suppression when the fire originates on public land</li> <li>Clearing and restoration of roads, bridges and other assets on public land affected by an emergency</li> </ul> |                  | <ul style="list-style-type: none"> <li>DSE</li> <li>VicRoads</li> <li>DSE</li> <li>Parks Victoria (PV)</li> </ul>         |                      | <ul style="list-style-type: none"> <li>Parks Victoria (PV)</li> </ul> |
| <b>Resources Recovery Activity</b> |                                                                                                                                                                                                                                                                          |                  |                                                                                                                           |                      |                                                                       |
| Recovery Agencies                  | <ul style="list-style-type: none"> <li>Provide human and other resources for recovery activities where appropriate</li> </ul>                                                                                                                                            |                  | <ul style="list-style-type: none"> <li>SES</li> </ul>                                                                     |                      |                                                                       |
| <b>Stock</b>                       |                                                                                                                                                                                                                                                                          |                  |                                                                                                                           |                      |                                                                       |
| Primary producers                  | <ul style="list-style-type: none"> <li>Disposal of dead or maimed stock</li> <li>To minimise the risk to public health Municipal Councils are responsible for animal disposal; DPI provides advice, supervision and reimbursement</li> </ul>                             |                  | <ul style="list-style-type: none"> <li>Dept Primary Industries (DPI) (in conjunction with LGA's)</li> </ul>               |                      |                                                                       |
| <b>Transportation</b>              |                                                                                                                                                                                                                                                                          |                  |                                                                                                                           |                      |                                                                       |
| All                                | <ul style="list-style-type: none"> <li>Coordinate with private owners the provision of alternative transport for the duration of the emergency and restoration of normal services</li> </ul>                                                                             |                  | <ul style="list-style-type: none"> <li>Dept of Transport (DoT)</li> </ul>                                                 |                      |                                                                       |
| <b>Volunteer Registrations</b>     |                                                                                                                                                                                                                                                                          |                  |                                                                                                                           |                      |                                                                       |



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PART 5 - EM RELIEF & RECOVERY ARRANGEMENTS

| Recipient               | Service Provided                                                                                                                                                                                                    | Providers / Agencies                                                                      |                 |
|-------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|-----------------|
|                         |                                                                                                                                                                                                                     | Lead Coordinator                                                                          | Other Providers |
| Water                   |                                                                                                                                                                                                                     |                                                                                           |                 |
| Recovery Agencies       | <ul style="list-style-type: none"> <li>• Support the agency tasked with the recovery activities</li> </ul>                                                                                                          | <ul style="list-style-type: none"> <li>• Water Authorities</li> </ul>                     |                 |
| Individual and families | <ul style="list-style-type: none"> <li>• Replacement of water taken from private land for use in wildfire suppression</li> <li>• To make an equitable contribution to the landholders' bushfire recovery</li> </ul> | <ul style="list-style-type: none"> <li>• DSE (in liaison with DPI &amp; LGA's)</li> </ul> |                 |

## **5.27 Agency Recovery Role Statements**

Agency recovery role statements are as per Part 7 of the Emergency Management Manual Victoria.

### **Australian Energy Market Operator**

- Coordinate restoration of gas and electricity supply as expeditiously as practical.

### **Australian Maritime Safety Authority**

- Consolidate, or assist in the consolidation and recovery of, costs incurred in spill response activities.
- Identify AMSA response personnel affected by emergencies and arrange the provision of appropriate assistance and advice.

### **Australian Red Cross – Victoria**

- Outreach programs providing personal support.
- Outreach programs providing practical assistance and information.
- Provision of an information service and resources (including REDiPlan) to individuals and communities.
- Management of public appeals.
- Community support activities.
- Single Incident Response, First Aid

### **Building Commission**

- Provide building maintenance and safety information resources to recovery agencies.
- Provide building safety and maintenance information to affected persons.

### **Catchment Management Authorities**

- Assist with the development of regional plans for flood recovery.
- Prioritise, develop plans and construct works to restore waterways damaged by floods if they create an immediate danger to CMA works, public and private assets.

### **Centrelink**

- Provide financial assistance to people whose normal means of livelihood have been disrupted, whether in the short or long term, by the emergency. In most emergency situations, Special Benefit is the appropriate payment to meet the immediate financial needs of people. Payment of the Disaster Relief Payment may be offered, subject to declaration by the Minister for Family and Community Services.
- Provides information to disaster affected individuals and communities on Centrelink services.
- Provides information on Centrelink services to members of the State Community Recovery Committee.
- Contributes information to the State Community Recovery Committee on the scale and impact of the disaster on individuals and Victorian communities.
- Participates in the operation of Community Recovery Centres.
- Participates in Outreach Services Teams.
- Administers financial entitlements including Australian Government Disaster Recovery Payment, Special Benefit, and Crisis Payment and other payments as appropriate to individual circumstances.
- As appropriate, have staff available with specialist skills to work with disaster affected individuals and communities. For example Social Workers, Indigenous Service Officers.
- Assist State/Territory welfare authorities in providing counselling services to affected communities, families and individuals.

- Participates in the provision of reception services at International Airports.

**Coroners Court of Victoria**

- To identify deceased persons and determine the cause and circumstances of their death.
- To return deceased persons to their families to enable funerals to take place.
- To provide support and counselling to the families of deceased persons.

**Country Fire Authority**

- Provision of assistance and advice to individuals, families and communities who have been affected by fire or other incidents.
- Provide assistance, advice and information to other agencies responsible for, or involved in recovery activities.

**Department of Education and Early Childhood Development**

- Provision of specialist support services to students, including trauma counselling.
- Provision of specialist services to staff, including trauma counselling.
- Provision of emergency recovery advice and assistance to non-government schools.

**Department of Health**

- Work with DHS in the Coordination of recovery planning and management at state and regional levels, including State/Commonwealth departments, local government, non-government organisations and agencies.
- Provide advice, information and assistance to affected individuals, communities, funded agencies and Municipal Councils.

**Department of Human Services**

- Coordinate recovery planning and management at state and regional levels.
- Coordinate all aspects of recovery, including State/Commonwealth departments, local government, non-government organisations and agencies.
- The Department of Human Services coordinates the recovery activities across the following four areas:
  - ✓ The social, health and community effects
  - ✓ The economic effects
  - ✓ The effects on the natural environment
  - ✓ The effects on the built environment.
- Coordinate provision of personal support (psychological first aid) at incident sites and across the community.
- Provide community information and facilitate community redevelopment programs.
- Support Councils and community recovery committees in recovery planning and managing recovery activities.
- Provide advice, information and assistance to affected individuals, communities, funded agencies and Municipal Councils.

**Department of Innovation, Industry & Regional Development**

- Provide advisory and mentoring services to small business.
- Coordinate business recovery initiatives for industry.
- Fund and administer programs for community and business development and recovery.

**Department of Premier and Cabinet**

- Advise the Premier on security and emergency management issues including the designation of emergencies to enable the Department of Human Services to make personal hardship grants available.
- Chair the Central Government Response Committee
- Provide coordination for whole of government emergency management issues.

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- Provide secretariat support for the Security and Emergencies Committee of Cabinet and the Central Government Response Committee.
- Activate and manage the State Crisis Centre to support government during an extreme event.

**Department of Primary Industries**

- Assess losses of agricultural assets and livestock, and needs of affected persons and communities.
- Advise individuals, communities and governments agencies on re-establishment of rural enterprises or alternative strategies for economic recovery.
- Administer specific relief subsidies.
- Advise Councils on disposal of dead or injured stock (Animal welfare operations, including disposal of injured stock, begins as part of emergency response).
- Deliver recovery projects identified by government to support the short and medium term recovery of individuals, communities and industries.
- Assess injured stock and provide advice on options : humane destruction, emergency slaughter or treatment.
- Where feasible assist with humane destruction of burnt livestock.
- Advise distribution bodies (e.g. VFF) on needs for donated fodder.
- Develop and deliver recovery projects to support the short and medium term recovery of individuals, communities and industries (e.g. on-farm, business and community support activities).

**Department of Sustainability and Environment**

- Rehabilitation of disturbance resulting from fire fighting operations on public land.
- Clearing and restoration of roads, bridges and other assets on public land affected by an emergency.
- Assist in the assessment of natural disaster relief claims for restoration of flood damage to public assets.
- Rehabilitation of wildlife affected by an emergency.
- Advice to community on rehabilitation of flora and fauna.
- Clearing and restoration of roads, bridges and other assets on public land affected by an emergency.
- Provide advice to response agencies regarding the impact of an emergency, other than marine pollution, on flora and fauna.

**Department of Transport**

- Support whole-of-government disaster recovery activities.
- Coordinate with the private owners the provision of alternative transport for the duration of the emergency and restoration of normal services.

**Department of Treasury and Finance**

- Provide advice to the Treasurer on financial matters associated with recovery from emergencies.
- Administer the Commonwealth Natural Disaster Relief and Recovery Arrangements in accordance with the Commonwealth Natural Disaster Relief and Recovery.
- Arrangements and in line with the Victorian guidelines, provide financial assistance to relevant Government agencies and to Municipal Councils, for emergency protection works and restoration of Municipal assets.

**Emergency Services Telecommunications Authority**

- Provide support to other agencies, where appropriate, for recovery activities involving communication services.

**Environment Protection Authority**

- Assessing environmental impacts of emergencies.

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- Ensuring that appropriate disposal methods are adopted.
- Advising affected persons on the properties and environmental impacts of hazardous materials.
- Implementing the Community Environmental Trauma Protocol when required.

**Insurance Council of Australia Ltd**

- Following a disaster, the Insurance Council of Australia (ICA) will:
- Coordinate the insurance industry response to the disaster.
- Provide a single point of contact to assist policy holders affected by the disaster, which may:
- Provide information on how to lodge a claim.
- Provide general assistance and advice to those with possible insurance claims.
- Help policyholders to identify their insurance company if they have not already done so.
- On behalf of the insurance industry, establish contact with government at all levels and participate on any external committee.
- Provide information to insurers, governments, the media and other interested parties and maintain statistics showing the final insured cost of the event.
- Assist the insurance industry to respond to claims in an efficient, fair and timely manner through the coordination of insurers, adjusters and intermediaries as appropriate.

**Life Saving Victoria**

- Provision of emergency evacuation centres at the lifesaving club clubrooms

**Parks Victoria**

- Recovery and rehabilitation of natural values, cultural values, tourism and visitor assets affected by an emergency on parks, reserves, rivers, waterways and local ports managed by Parks Victoria in collaboration with Department of Sustainability and Environment (DSE) and the Department of Human Services (DHS).
- Cleanup following oil or chemical pollution incidents on parks, reserves, rivers, waterways and local ports managed by Parks Victoria, in liaison with Marine Safety Victoria (MSV), or their agents, and the Environment Protection Authority (EPA).
- Cleanup of fish kill incidents for rivers, waterways and local ports managed by Parks Victoria in collaboration with EPA and DSE.
- Parks Victoria may assist at the request of DSE or DHS in the recovery and rehabilitation of natural values, cultural values, tourism and visitor assets affected by an emergency on public land in Victoria.

**Rural Finance Corporation of Victoria**

- Provide information and financial assistance to affected farmers, small business owners, householders and non-profit organisations.

**Salvation Army - Victorian Emergency Services**

- Provision of financial assistance, catering, personal support, food, material aid and/or temporary accommodation as available.

**St John Ambulance Australia (Vic)**

- Support agency for the provision of first aid services to other emergency service agencies and public.

**Telstra Corporation Limited**

- Provide products and solutions with the ability to communicate effectively with emergency response teams, groups of volunteers, media and the whole community.
- Ensure supporting emergency communications facilities are provided to response agencies and the community.

**VicRelief Foodbank Ltd**

- Provision of food for use by response and recovery agencies.
- Provision of mattresses and blankets.

**VicRoads**

- Restoration of VicRoads roads and bridges.
- Assist Municipal Councils with the restoration of their roads and bridges.
- Central contact point for the acquisition and use by others of transport and engineering expertise.
- Provide road closure and condition information to the public.

**Victorian Council of Churches**

- Provide personal support and pastoral services at emergency recovery centres.
- Support outreach activities with trained outreach and visitation workers.
- Provide personal support and other information to people and communities affected by emergencies.
- Conduct services of worship and assist in the organisation of public memorials and gatherings to support the recovery of affected communities.
- Provide Community Chaplains for early psychological first aid interventions.
- Act as the coordinating agency for the chaplaincy network.
- Provide an advisory and training resource for community recovery and development.

**Victoria State Emergency Service**

- Assist in the transition from emergency relief coordination to recovery coordination.\*
- Provide human and other resources for recovery activities where appropriate.
- Note: \*The Victoria State Emergency Service (VICSES) is working in partnership with the Department of Human Services (DHS) to develop transition arrangements for emergency relief coordination to move from VICSES to DHS in 2010.

**Water Authorities**

- Support the agency tasked with recovery activities.



Colac Otway Shire  
Municipal Emergency Management Plan PART 6 – SUPPORT AND ANCILLARY ARRANGEMENTS

## PART 6 – SUPPORT AND ANCILLARY ARRANGEMENTS

### 6.1 Introduction

The under mentioned list of support tasks indicates the functional service agency and relevant support agencies. This list is neither exhaustive nor exclusive as many agencies, including control agencies may have a support role, and a functional service role, dependent on the nature of the emergency. In the event that local resources cannot be provided to meet support tasks needed, the request should be passed onto the Regional Emergency Response Coordinator via the Municipal Emergency Response Coordinator.

**Table 7:** Support and Ancillary Arrangements

| Support Task                                                  | Primary Agency                  | Secondary Agency                                        |
|---------------------------------------------------------------|---------------------------------|---------------------------------------------------------|
| Animal Welfare                                                | DPI                             | RSPCA, DSE                                              |
| Catering                                                      | Red Cross                       | Salvation Army                                          |
| Commonwealth resources                                        | Victoria Police                 | ADF, EMA                                                |
| Communications                                                | Victoria Police                 | ESTA, Telstra, WICEN                                    |
| Deceased persons: identification                              | Victoria Police                 | CCoV                                                    |
| Detection of Emergency Locator Transmitters                   | AMSA                            | Air services Australia                                  |
| Emergency call taking and dispatch                            | ESTA                            | Telstra                                                 |
| Emergency medical care and/or transport                       | AV                              | MFESB, ARFF, ESTA, Others as per SHERP (DHS)            |
| Emergency Relief Centres or shelters                          | Municipal Councils              | VICSES                                                  |
| Environmental impact assessment                               | EPA                             | DSE, PV                                                 |
| Evacuation                                                    | Control Agency, Victoria Police | VICSES, Municipal Councils                              |
| First Aid                                                     | AV                              | St. John Ambulance, LSV, Red Cross, Others as per SHERP |
| Food                                                          | Vic Relief Foodbank             |                                                         |
| Food supply manufacturing and logistics                       | DPI                             | DIIRD                                                   |
| Material Aid                                                  | Salvation Army                  | Vic Relief Foodbank (mattresses & blankets)             |
| Media relations                                               | Control Agency                  | Victoria Police                                         |
| Produce (food) contamination by chemicals of security concern | DPI                             |                                                         |
| Psychological First Aid                                       | DHS                             | VCC, Others as per DHS arrangements                     |
| Public warnings                                               | Control Agency, Victoria Police | BOM, Municipal Councils                                 |
| Registration and inquiries                                    | Victoria Police                 | Red Cross                                               |
| Relocation                                                    | Control Agency                  | Victoria Police, VICSES, Municipal Councils             |
| Rural loss and damage assessment                              | DPI                             |                                                         |

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|                                                                |          |                         |
|----------------------------------------------------------------|----------|-------------------------|
| Transport, engineering and services support                    | VicRoads | Others as per TESS Plan |
| Weather information and forecasting                            | BOM      |                         |
| Work place / work related investigations and technical support | Worksafe |                         |

Source – EMMV Part 6

## 6.2 Resource Supplementation

The meaning of resources under these arrangements includes but is not limited to:

- Equipment - (e.g. Plant, vehicles).
- Personnel – (e.g. Agency support and industry technicians).
- Services – (e.g. Phone lines, expert technical advice).

A resource is essentially any function or item which a responding agency requires to perform its response roles.

An agency may have arrangements in place to access a wide range of resources through:

- Its own agency arrangements.
- Support agencies.
- Mutual Aid agreements (including memorandum of understanding)
- Contract or supply arrangements with private industry.

A four tiered framework (Municipal, Regional, State and Commonwealth) exists for implementing response to emergencies. Response arrangements are designed to assess an emergency, and to provide for the graduated marshalling and utilisation of the resources required to respond to an emergency in accordance with the emergency response plan and the plans of participating agencies. At the Municipal level, resources owned or under the control of the Colac Otway Shire Council are used to supplement those of the control and support agencies. As the effects of the emergency escalate, or the resource requirements outstrip what is available locally, Regional, State and Commonwealth resources may be activated.

At Regional level, the interagency response management structure involves the co-ordination of resources to support operations which cannot be resourced locally, or which extend over more than one Municipal district. The highest level of operational co-ordination and support takes place at State level. It is at this level that resource support from other States and/or the Commonwealth is assessed and requested.

Where an agency requires resources beyond its own capacity to satisfactorily complete a task, it should request assistance as appropriate:

- If at local level, from the MERC.
- If the request cannot be satisfied at the local level, then via the MERC to the Regional Emergency Response Co-ordinator.
- If the request cannot be satisfied at the Regional level, then to the State Emergency Response Co-ordinator or delegate, who will advise the requesting agency of possible suppliers.

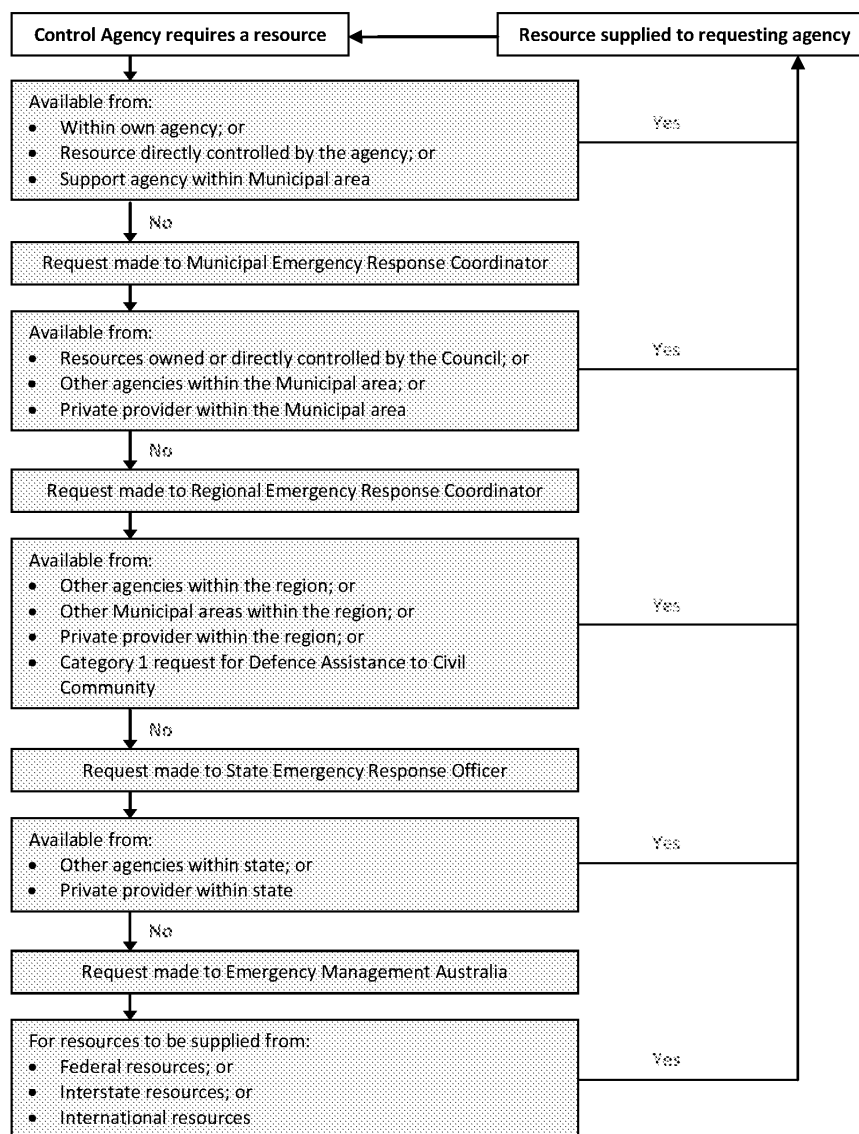
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- If the request cannot be satisfied from resources within Victoria, it will be referred to the State Emergency Response Co-ordinator or delegate to seek Interstate or Commonwealth assistance.

In all instances, the requesting agency should make appropriate arrangements for delivery, and whichever agency request the resource will be responsible for all costs incurred. Requests for resources should be provided in hard copy and include the name and position of the person requesting the resources and comprehensive details of the tasks to be undertaken.

For detailed information in relation to resource supplementation see practice note – *Sourcing Supplementary Emergency Response Resources from Municipal Councils* (available on the OESC website – [www.oesc.vic.gov.au](http://www.oesc.vic.gov.au) under publications).

Figure 15: Flow Chart for Resource Supplementation



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## 6.3 Relocation / Evacuation Coordination

### 6.3.1 Relocation

The term relocation refers to a decision to leave a potentially affected area prior to the onset of an emergency. In most instances this will involve a decision made by each affected person or household, acting on the advice of the control agency.

The control agency will provide advice about relocation to the affected or potentially affected community when intelligence suggests that there is a risk to an individual or community from the impact from a potential emergency.

In most emergency situations in Victoria, a person cannot be forced to leave a property if they have a pecuniary interest in the property, or any goods thereon.

Therefore, whenever possible, potentially affected communities should be advised regarding relocation to another safe location, prior to the onset of the impact of the emergency. The final decision, after consideration of the advice from the control agency, as to whether to relocate or not is made by the affected people themselves.

In most circumstances, persons choosing to relocate will stay with family or friends; however they may require assistance from response, recovery, and relief agencies as appropriate.

Prior to recommending that people relocate, the control agency should give consideration to the consequences of undertaking the five-stage relocation/evacuation process.

### 6.3.2 Evacuation

“The decision to evacuate is made by the person who leaves the dangerous area. The role of the response agencies is to recommend evacuation and to assist affected people through a safe and efficient evacuation process” – EMMV Part 3.

Evacuation is a safety strategy requiring the planned relocation of people from a dangerous or potentially dangerous area to a safer area and eventual return. The decision to recommend that people evacuate rests with the Control Agency in conjunction with Police and other expert advice. Once the decision has been made, Police are responsible for carrying out the evacuation process.

Consideration must be given:

- to the area which is to be evacuated;
- the number of evacuees;
- methods of alerting the “at risk” community;
- resources required;
- the time frame available;
- the route to be followed;
- the means of transport;
- the location to which evacuees will be asked to attend;
- cultural diversity of those to be evacuated; and
- requirements of special needs groups.

Once the decision to evacuate has been made, the Colac Otway Shire MERO and MRM should be contacted. Colac Otway Shire will provide advice regarding the most suitable ERC’s, and other

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resources that may be required e.g. public health, emergency relief considerations or requirements and special needs groups. Assistance in an evacuation may be provided by the following agencies:

- Victoria State Emergency Service
- Country Fire Authority
- Colac Otway Shire
- Area Medical Coordinator

#### **6.4 Financial Considerations**

Accounts and financial commitments made during the response phase are the responsibility of the MERO through the MEMP arrangements. Payment for goods and services used in the recovery process is the responsibility of the MRM through the MEMP arrangements. Financial accounting for Municipal resources utilised in emergencies must be authorised by the MERO or the MRM, and be in accordance with the normal financial arrangements of Colac Otway Shire Council.

Colac Otway Shire Council is accountable for any monies donated as a result of an emergency event, and will implement systems to receive and account for all such donations.

Control Agencies are responsible for all costs involved in that Agency responding to an emergency. In all instances, the requesting agency should make appropriate arrangements for delivery and whichever agency requests the resources will be responsible for all costs incurred.

Requests for resources should be provided in hard copy and include the name and position of the person requesting the resources and comprehensive details of the task to be completed.

##### **6.4.1 Voluntary Agencies**

Agencies are called upon to provide resources within the limit of their means.

##### **6.4.2 Municipal Councils**

Councils are expected to use their own labour and equipment in an emergency situation within the Municipal district. Where equipment and/or personnel are sourced from contractors, the Municipal Council is responsible for paying contractors.

Extraordinary expenditure incurred, (e.g. for overtime, or equipment hire used in emergency protection works, or restoration of publicly owned assets) may qualify for reimbursement by the Department of Treasury and Finance (according to a sharing formula), from the Natural Disaster Relief Trust Account. (Refer EMMV Part 8 Appendix 1).

##### **6.4.3 State Agencies**

State agencies involved in emergency response and recovery activities, as part of their normal activities will initially fund them from within their budgets, including supplies (e.g. catering) purchased from contractors or volunteer agencies. For major emergencies some funding supplementation may be required. This would be the subject of a government decision at the time, in the context of the agency's budget position.

##### **6.4.4 Private Organisations**

Private organisations meet their own expenses incurred in emergency activities.

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## **6.5 Communications**

The Emergency Management Manual Victoria identifies Victoria Police as the Agency responsible for communications, to identify and coordinate all available alternative communications providers for activation when required.

All Agencies having a role in this Plan are responsible for the provision of their own communications systems during emergencies. Any agency not possessing a communications network but requiring communications during an emergency will put their request to the Municipal Emergency Response Coordinator who will arrange for the request to be actioned.

### **6.5.1 Telephone Communications**

The Telstra network will be the initial and primary means of communication, when available, during emergencies. It should be utilised to capacity where possible. Municipal Emergency Coordination Centres, Emergency Relief Centres and Staging Areas have all been identified due to the fact that these venues already have this means of communication already in place.

Additional telephones can be provided by Telstra, upon request from the Control Agency Incident Controller. All costs, related to such installations, are the responsibility of the requesting Organisation.

### **6.5.2 Communications Resources**

The following organisations have communications facilities and resources which may be available in an emergency:

- Telstra
- Department Sustainability & Environment
- Victoria Police
- CFA

Contact details for these organisations can be found in Appendix 2.

## **6.6 Environmental Health**

The Environmental Health Officer is responsible for all public health matters in the Municipality.

The responsibilities of the Environmental Health Officer in emergencies include:

- advice on water supply;
- ensuring hygienic food handling - safe production, storage and distribution;
- supply of sanitary and hygienic accommodation when required;
- refuse removal;
- pest control;
- control of infectious diseases (immunisation); and
- disposal of dead animals.

### **6.6.1 Feed and Water for Animals**

Department of Primary Industries and Victorian Farmers Federation are responsible for gathering and distributing emergency fodder supplies to reduce the change of starving livestock after an emergency. Provision of fodder for animals after an emergency is an essential emergency relief function, because existing sources may have been destroyed in the incident.



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Supplies of water may also be required for livestock after an emergency, Department of Primary Industries will be able to provide advice to Municipal Councils about urgent needs for emergency water supplies for further information you can contact [www.dhs.vic.gov.au/emergency](http://www.dhs.vic.gov.au/emergency).

### **6.6.2 Companion animals, Livestock and Wildlife**

Population evacuations invariably involve companion animals, wildlife and livestock so emergency relief agencies will likely require provisions for:

- extensive, secure and functional holding facilities
- catching, handling and confining animals
- feed and water, housing and accommodation
- veterinary treatment for injuries and illness
- identifying and contacting owners
- animals requiring specialist attention (such as horses and wildlife)

## **6.7 Emergency Accommodation**

Accommodation may be provided to households and individuals displaced by an emergency event in hotels, motels, caravan parks houses and flats or similar. The timeframe usually ranges from days to weeks. In some case emergency accommodation may transition into interim accommodation.

Emergency accommodation is organised through MEMPlans and usually provided by community, business or government organisations, although people often find their own accommodation with family or friends.

### **6.7.1 Interim Accommodation**

Interim accommodation is provided to households and individuals whose primary place of residence is destroyed or damaged by an emergency event. Interim accommodation can be in a house, flat, caravan or similar and can continue for extended periods of weeks, months or longer prior to permanent housing. In some cases interim accommodation may transition into permanent housing. Interim accommodation is organised through the Department of Human Services Housing Emergency Management Policy and Procedures plan. Interim accommodation can also be provided by friends, family, community, business or government organisations.

### **6.7.2 Permanent Housing**

Permanent housing includes the range of normal housing options available to individuals and households. These include owner-occupied homes, renting, public housing or equivalent. Options for specific households and individuals may differ to the pre-emergency state.

## **6.8 Health and Medical**

The Environmental Health Coordinator has been delegated the responsibility for health and medical matters.

Municipal Health and Medical arrangements will be considered in conjunction with the Barwon-South Western Regional Health Emergency Management Plan and the Victoria State Public Health Emergency Management Plan (SHERP).

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The aim of these arrangements is to identify the Health and Medical facilities available within the Colac Otway Shire and identify the arrangements for activation. Due to the dual nature of these arrangements, it will be divided into two components; each being addressed accordingly. These components will be Health and Medical.

### **6.8.1 Health**

The Environmental Health Manager is responsible for all public health matters in the Municipality, and will activate the Environmental Health Support Plan in consultation with the MRM. All actions must be in accordance with the Victoria State Public Health Emergency Management Plan.

The Public Health & Wellbeing Plan can be activated autonomously in line with the Victoria State Public Health Emergency Management Plan where there are actual or possible significant public health consequences, (but no immediate casualties such as in a major emergency) which may impact upon the health and well being of members of the local or regional community. Incidents of this type include contaminated food, water, infectious disease etc.

The responsibilities of the Environmental Health Manager in emergencies include:

- advice on water supply and sewerage disposal;
- ensuring hygienic food handling - safe production, storage and distribution;
- supply of sanitary and hygienic accommodation when required;
- refuse removal;
- pest control;
- control of infectious diseases;
- disposal of dead animals; and
- ensuring the sanitary condition and standard of material relief is appropriate.

In the absence of the Environmental Health Manager, his/her deputy will take over the role.

### **6.8.2 Medical**

Implementation of the medical arrangements will be automatic where people are injured or require medical assistance. This automatic response will be by Ambulance Victoria and hospitals within the Municipality. All responses must comply with the arrangements in the Emergency Management Plan and the State Public Health Plan (SHERP).

Ambulance Victoria will be responsible for contacting additional First Aid support when required (e.g. St. John Ambulance and Red Cross)

### **6.8.3 Management of Medical Response**

Medical response management at an emergency scene will be carried out by the most senior medical officer present. This could be any of the following:

- the senior Ambulance Officer present;
- a member of a Medical Team; or
- the Area Medical Coordinator.

The role of the Medical Commander at the scene of an emergency is to:

- arrange resources required;
- provide triage, (prioritise patients for treatment) ;
- co-ordinate transport of patients; and

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- determine destination of patients.

The Colac Otway Shire has two hospitals; Colac Area Health in Colac and Otway Health & Community Services in Apollo Bay. These are the two main medical facilities able to cope with a number of casualties. Larger numbers of casualties and more serious injuries will be transported by road or air to other hospitals in Geelong.

## **6.9 Provision of Volunteer Assistance**

Many community organisations will have resources that can be of use in an emergency. It is the responsibility of the Municipality to provide the management system to co-ordinate offers of assistance from these organisations. Contact details of organisations able to assist will be maintained by the Municipality.

### **6.9.1 Compensation for Volunteer Emergency Workers**

The Municipality shall record the details of any persons that provide 'casual' volunteer assistance.

### **6.9.2 Volunteer Compensation Arrangements**

The Act makes provision for compensation, under normal WorkCover arrangements, for volunteer emergency workers who suffer personal injury or death while engaging in, training for, standing by to perform, or travelling to or from, duties performed for agencies under the response plan or the recovery plan.

Volunteers covered are those who are members of voluntary organizations which do not have statutory compensation schemes, and cover also applies to those people who, on a casual basis, assist an agency under the response plan or the recovery plan to deal with an emergency. Compensation for loss of or damage to property is also provided for.

A detailed statement on the voluntary emergency workers' compensation scheme is available from:  
Fire and Emergency Services Division, Department of Justice  
GPO Box 4356QQ, MELBOURNE VIC 3001

### **6.9.3 Offence of Obstruction, and Legal Immunity for Volunteers**

The Act creates the offence of obstructing an emergency worker (s.36), and also gives volunteer emergency workers (the same group entitled to the compensation provisions) legal immunity in cases of loss or injury sustained by others, except in cases of their wilful default or negligence (s. 37).

## **6.10 Transport and Engineering**

The Municipal Emergency Resource Officer of the Colac Otway Shire has been delegated the responsibility for transport and engineering matters.

### **6.10.1 Aim**

The purpose of these arrangements is to identify available transport and engineering resources within the Municipality. This will include specialist and technical advice and deployment of those resources.

### **6.10.2 Requesting Procedure**

All requests for transport and engineering resources should be directed to the Municipal Emergency Response Co-ordinator, who will request them through the MERO.

Municipal resources should be used in the first instance, prior to engaging private contractors.

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### **6.10.3 Management of Resources**

Responsibility for the management of resources shall rest with the MERO.

The MERO is responsible for maintaining the resource database and contact details, see Appendix 6 - Emergency Response Resources.

## **6.11 Rapid Impact Assessment (RIA)**

A Rapid Impact Assessment (RIA) is an initial appraisal of the extent of damage and disruption to the community and its infrastructure resulting from the emergency or disaster.

The Rapid Impact Assessment framework assists agencies providing recovery services to affected communities during the initial stages of an emergency.

Data about the impact of an emergency is gathered and verified during the first 48 hours of an emergency. This data includes information on people, residential property, environment and community infrastructure affected by the emergency event.

Rapid Impact Assessment provides a standard process for collecting, collating, analysing and distributing information for all agencies involved with emergency response and recovery.

Activation of RIA can be by control agencies when the size and scale of the emergency requires additional resources for assessment of impact of an emergency response and recovery.

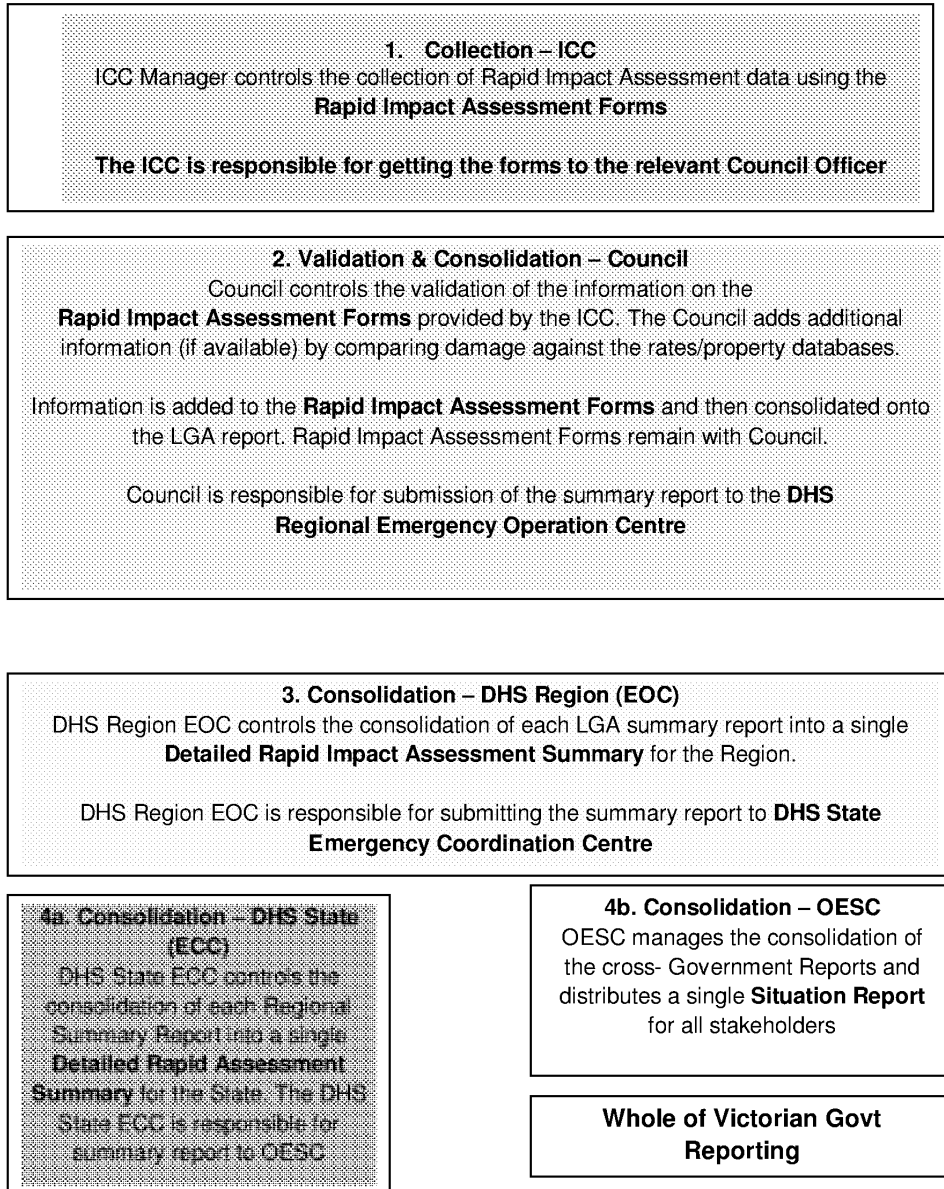
The Incident Controller can request this through the OESC Duty Officer. A Rapid Impact Assessment Coordinator will be deployed to the location specified by the Incident Management Team.

This information is provided to the Municipality. The RIA data will provide input information for a more detailed analysis of loss and damage and the impact on the effected community that will make up the Post Impact Assessment.

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**6.11.1 Rapid Impact Assessment Process**

Figure 16: Rapid Impact Assessment Process



**6.11.2 Post Impact Assessment**

A Post Impact Assessment (PIA) is an appraisal of the extent of damage, disruption and breakdown to the community and its infrastructure as a result of the emergency.

A PIA should be carried out at the earliest possible opportunity, either during or following the emergency that has created the damage. To facilitate this process a Post Impact Assessment Group should be established to carry out the following tasks.

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- convene to determine requirements and actions;
- survey the extent of damage and document financial and material aid needed;
- identify priorities for restoration of community needs to assist agencies in the performance of their functions; and
- monitor the acquisition and application of financial and material aid, needed or made available in the restoration period.

The Emergency Management Group, in conjunction with the PIA Group, may co-opt persons within the community with the appropriate expertise to assist with the above tasks.

**6.11.3 Loss and Damage Coordination**

Should the emergency extend beyond the boundaries of the Colac Otway Shire, the PIA may be merged with that of the other affected Municipality(s).

**Table 8:** Loss and Damage Coordination

| Loss and Damage Coordination               | Impact Area                                                                                                                |
|--------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|
| Council                                    | Where the impact is within an Urban or Industrial area                                                                     |
| Department of Primary Industry             | Where the impact is upon rural and farming enterprises                                                                     |
| Department of Sustainability & Environment | Where the impact is upon public land                                                                                       |
| Support Agencies                           | Task                                                                                                                       |
| Department of Human Services               | Reports on the loss of primary residence                                                                                   |
| State Emergency Service                    | Control Agency for flood, unique position to also provide report of any loss and damage in the effected area               |
| Country Fire Authority                     | Due to the nature of the work carried out during the incident would be well placed to report on Loss and Damage Assessment |
| Other Agencies/Organisations               | As determined by the nature of the emergency                                                                               |

**6.12 Responsibilities according to the Act**

The EMMV lists several agencies with responsibilities for the conduct of Loss and Damage assessment.

Specific agency responsibilities are listed as follows:

- DPI – Assess losses of agricultural and livestock, and the needs of affected persons and communities.
- Municipal Council – Post impact assessment – gathering information.
- DHS – Coordinating personal support services and material aid.
- DHS – Providing advice, information and assistance to affected individuals, communities and Municipal Councils.



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#### **6.12.1 Coordination**

For small scale events the responsibility for the coordination of Loss and Damage assessment should be undertaken as agreed with the Control Agency. During a large scale event, agreed arrangements and boundaries need to be determined by all agencies involved. Such arrangements should be determined and planned from within the MECC, lines of communication will also take place from within the ICC.

#### **6.12.2 Triggers**

Agencies with a coordination role (see above table) agree to provide liaison officer representation at the MECC as soon as any properties are impacted, or likely to be impacted by an event.

Should this situation occur, and the MECC has been opened, the Municipal Emergency Response Coordinator (MERC) will notify the relevant Agencies Emergency Management Coordinator, in the first instance, of the need to provide liaison officer representation.

### **6.13 Mutual Aid Arrangements**

Colac Otway Shire is a signatory to the Municipal Association of Victoria (MAV) Protocol for Inter-Council Emergency Management Resource Sharing.

### **6.14 Donation Coordination**

This support service, i.e. the supply of essential personal and household will be coordinated by the Municipal Recovery Manager.

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Municipal Emergency Management Plan

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## PART 7 – RELATED AND SUPPORTING PLANS

### 7.1 Colac Otway Shire Municipal Fire Prevention Plan

The Municipal Emergency Management Coordinator is responsible for the maintenance of this plan. The plan is amended annually. A copy of this plan can be viewed on Councils website at [www.colacotway.vic.gov.au](http://www.colacotway.vic.gov.au)

### 7.2 Colac Otway Shire Municipal Fire Management Plan

The Municipal Fire Management Planning Committee produced the plan. The committee comprises representatives from Colac Otway Shire Council, the Country Fire Authority, the Department of Sustainability and Environment, Parks Victoria, Victoria Police and VicRoads. “

The Plan is a sub-plan of the Shire’s Municipal Emergency Management Plan and reflects the State Government’s direction to increase integration of fire management planning between agencies and the Community.

#### 7.2.1 Colac Otway Shire Neighbourhood Safer Places Plan

This Plan is a neighbourhood safer places plan for the purposes of the legislation, and contains guidelines, which have been developed by the Municipal Association of Victoria (MAV) to assist the Council in relation to:

- the identification, suitability and designation of places as neighbourhood safer places (NSPs)
- the inspection, maintenance and decommissioning of designated NSPs within its Municipal district. A copy of this plan can be viewed on Councils website at [www.colacotway.vic.gov.au](http://www.colacotway.vic.gov.au)

#### 7.2.2 Township Protection Plans

Township Protection Plans have been developed by CFA in consultation local CFA brigades, community representatives and the Colac Otway Municipal Emergency Management Planning Committee (MEMPC) and Municipal Fire Management Planning Committee (MFMPCC).

Township Protection Plans have been developed for the thirteen townships/localities within the Colac Otway Shire.

The thirteen townships /localities are:

- Apollo Bay
- Barongarook
- Barwon Downs
- Beech Forest
- Gellibrand
- Kennett River
- Kwarren
- Carlisle River
- Lavers Hill
- Forrest
- Marengo
- Skenes Creek
- Wye River Complex (encompassing Wye River, Separation Creek)

Each Township Protection Plan provides a planned response to a bushfire within, or in close proximity to the identified township that has the potential to impact on the local community. Each plan

provides predetermined actions that will enable quick and informed decision made by both the community and emergency services.

Township Protection Plans can be viewed on the CFA website at [www.cfa.vic.gov.au](http://www.cfa.vic.gov.au)

### **7.3 MECC Operations Plan**

This Plan details the procedure for the opening, setting up and running of the Municipal Emergency Coordination Centre.

### **7.4 Birregurra Sub Flood Plan**

The Birregurra Flood Sub-Plan has been developed for the upper region of the Barwon River between the West Barwon Dam and the shire boundary with Surf Coast Shire. A copy of the Birregurra Flood Sub-plan can be obtained by contacting Councils Municipal Emergency Management Coordinator on (03) 5232 9400.

### **7.5 Safety and Environment Management Plan – Port of Apollo Bay**

The SEMP is an integrated system for managing and improving environmental and safety performance at the Port of Apollo Bay and to promote best practice safety and environment risk management across all aspects of port activities.

The Manager Major Projects is responsible for the maintenance and amendment of this plan. The plan is amended annually. Copies are available on the Colac Otway Shire Web site and can be made available in hard copy through a request to the Manager Major Contracts. Copies are held by:

Team Leader Apollo Bay Harbour  
Manager Major Projects

### **7.6 Evacuation Plans**

Special plans addressing the issues of evacuation have been developed for the following hospitals, schools and industrial sites within the Municipality.

Copies are held as detailed for each plan below.

#### **7.6.1 Schools:**

School Principals are responsible for the maintenance and amendment of this plan. The plan is amended annually. Copies are held by:

Schools  
Police Stations  
Department of Education and Training, Geelong.

#### **7.6.2 Hospitals:**

Chief Executive Officer of Colac Area Health and Otway Health & Community Services are responsible for the maintenance and amendment of these plans. The plans are amended annually. Copies are held by:

Colac Area Health  
Police Station  
Fire Brigades

## 7.7 Other Special Plans

Other specific special plans have been developed to address those hazards which have been identified by the MEMPC. The details of those plans and copyholders are as follows:

### 7.7.1 School Bus Routes:

School Bus Co-ordinator is responsible for the maintenance and amendment of this plan. The plan is amended annually. Copies are held by:

Schools

Department of Education and Training, Geelong

Victoria Police

### 7.7.2 Blue Green Algae Plan

Chief Executive Officer Barwon Water is responsible for the maintenance and amendment of this plan and copies are held by the Manager Health and Community Services, Colac Otway Shire.

Draft Lake Colac Blue Green Algae Plan: copies are held by the Manager, Health and Community Services and Environmental Health Officer, Colac Otway Shire.

### 7.7.3 Public Health and Wellbeing Plan

The Manager Health & Community Services, Colac Otway Shire is responsible for the development and review of the plan annually. The plan is required to be renewed every three years. Copies can be located on the following web site:

[http://www.colacotway.vic.gov.au/Page/Page.asp?Page\\_Id=3563&h=1](http://www.colacotway.vic.gov.au/Page/Page.asp?Page_Id=3563&h=1)

### 7.7.4 Influenza Pandemic Plan

The Manager Health & Community Services, Colac Otway Shire is responsible for the development and review of the plan annually. Copies are available from the Manager, Health & Community Services and the Environmental Health Officer, Colac Otway Shire.

### 7.7.5 Relief and Recovery Plan - DRAFT

The Manager Health & Community Services is responsible for the development and review of the plan annually. Copies are available from the Manager, Environment & Community Safety, Colac Otway Shire.

### 7.7.6 Heatwave Strategy

The Manager Health & Community Services, Colac Otway Shire is responsible for the development and review of the plan annually. Copies are available from the Manager, Health & Community Services and the Environmental Health Officer, Colac Otway Shire.

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## **APPENDIX 1**

Detailed MEMPC contact List

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## **APPENDIX 2**

### **Emergency Management Contact Directory**

- a) **General Contact List**
- b) **Recovery Contact List**

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## **APPENDIX 3**

### **MEMP Distribution List**

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## **APPENDIX 4**

### Detailed Role Statements

## **Appendix 4 – Detailed Role Statements**

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| Liaison Officer                                 | Page 141 |



|                           |                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|---------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Title</b>              | Municipal Emergency Response Coordinator (MERC)                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Location</b>           | Municipal Emergency Coordination Centre                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Overview Statement</b> | Maintain overall responsibility to coordinate the provision of resources as requested by control and support agencies by ensuring the provision of resources from within the Municipality or additional resources through the RERC.                                                                                                                                                                                               |
| <b>Duties</b>             | <ul style="list-style-type: none"> <li>• Ensure the MERO is advised of the emergency, and available to provide access to Municipal resources if required.</li> <li>• Ensure the MERO is receiving information as appropriate.</li> <li>• Attend the MECC if activated.</li> <li>• Advise the RERC regarding emergency which have the potential to require supplementary resources from outside the Municipal district.</li> </ul> |
| <b>Line Relationships</b> | <p><b>Reports To:</b></p> <ul style="list-style-type: none"> <li>• Crisis Management Team</li> </ul> <p><b>Liaises With:</b></p> <ul style="list-style-type: none"> <li>• MERO</li> <li>• MRM</li> </ul> <p><b>Internal Relationships:</b></p> <ul style="list-style-type: none"> <li>• Victoria Police</li> </ul> <p><b>External Relationships:</b></p> <ul style="list-style-type: none"> <li>• Incident Controller</li> </ul>  |

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|---------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Title</b>              | <b>Municipal Emergency Resource Officer (MERO)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Location</b>           | Municipal Emergency Coordination Centre                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Overview Statement</b> | The MERO is responsible for the coordination of Municipal resources to enable emergency response.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Duties</b>             | <ul style="list-style-type: none"> <li>• Coordinate Municipal resources in emergency response.</li> <li>• Provide Council resources when requested by emergency services or police during response activities.</li> <li>• Maintain effective liaison with emergency agencies within or servicing the Municipal district.</li> <li>• Maintain an effective contact base so Municipal resources can be accessed on a 24-hour basis.</li> <li>• Liaise with the MEM and MRM in the best use of Municipal resources.</li> <li>• Organise a response debrief if requested by the EMRC.</li> <li>• Ensure procedures and systems are in place to monitor and record expenditure by Council in relation to emergencies.</li> <li>• Perform other duties as determined.</li> </ul> |
| <b>Line Relationships</b> | <p><b>Reports To:</b></p> <ul style="list-style-type: none"> <li>• Crisis Management Team</li> </ul> <p><b>Liaises With:</b></p> <ul style="list-style-type: none"> <li>• MERC</li> <li>• MRM</li> <li>• Deputy MERO</li> <li>• Planning Officer</li> <li>• Logistics Officer</li> <li>• MECC Facility Manager</li> <li>• Media &amp; Public Relations Officer</li> <li>• Operations Officers</li> </ul> <p><b>External Relationships:</b></p> <ul style="list-style-type: none"> <li>• Emergency services</li> <li>• Agency staff</li> <li>• Contractors</li> <li>• Other Municipalities</li> </ul>                                                                                                                                                                       |

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| <b>Title</b>              | <b>Municipal Recovery Manager (MRM)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Location</b>           | Municipal Emergency Coordination Centre during an emergency.<br>Council Offices pre and post emergency.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Overview Statement</b> | The MRM is required to take an active role in emergency recovery planning, and has responsibility for the coordination of Municipal resources to assist emergency relief and emergency recovery activities. The MRM may delegate duties to provide for effective management of recovery functions.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Duties</b>             | <ul style="list-style-type: none"> <li>• Coordinate Municipal and community resources for recovery.</li> <li>• Assist with collating and evaluate information gathered in the post-impact assessment.</li> <li>• Establish priorities for the restoration of community services and needs.</li> <li>• Liaise with the MEM and MERO on the best use of Municipal resources.</li> <li>• Establish an information and coordination centre at the Municipal offices or a location more appropriate to the affected area.</li> <li>• Liaise, consult and negotiate with recovery agencies and Council on behalf of the affected area and community recovery committees.</li> <li>• Liaise with the Regional Recovery Committee and DHS.</li> <li>• Undertake other specific recovery activities as determined.</li> </ul> |
| <b>Line Relationships</b> | <p><b>Reports To:</b></p> <ul style="list-style-type: none"> <li>• Crisis Management Team</li> </ul> <p><b>Liases With:</b></p> <ul style="list-style-type: none"> <li>• MERC</li> <li>• MERO</li> <li>• Deputy MRMs</li> <li>• Media &amp; Public Relations Officer</li> <li>• MECC Planning Officer</li> <li>• MECC Logistics Officer</li> <li>• Relief &amp; Recovery Operations Officer</li> </ul> <p><b>External Relationships:</b></p> <ul style="list-style-type: none"> <li>• DHS</li> <li>• Red Cross</li> <li>• Other Municipalities</li> <li>• Community Recovery Committees</li> <li>• Regional Recovery Committee</li> </ul>                                                                                                                                                                            |

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|---------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Title</b>              | Media & Public Relations Officer                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Location</b>           | Municipal Emergency Coordination Centre                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Overview Statement</b> | <p>Coordinate Council's community and media information activities during and after an emergency including:</p> <ul style="list-style-type: none"> <li>• Support the relevant authorities (eg. Police media, CFA media, etc) in the dissemination of accurate and timely media information and advice; and</li> <li>• Undertake the management and dissemination of accurate and timely information relating to Council's response and recovery activities.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Duties</b>             | <ul style="list-style-type: none"> <li>• Prepare and disseminate media releases.</li> <li>• Prepare and disseminate internal communications information.</li> <li>• Prepare and disseminate community information.</li> <li>• Assist in preparing the nominated spokesperson to effectively deal with the media eg. media conferences, door stops etc.</li> <li>• Where required to act as spokesperson.</li> <li>• Establish an area for media briefings and public information.</li> <li>• Arrange and conduct media briefings.</li> <li>• Prepare and distribute scripts for use by call centre staff and on hold message service.</li> <li>• Update Councillors/CEO via voicemail.</li> <li>• Move into the field when considered safe and appropriate to do so to facilitate media/resident information.</li> <li>• Assist in the preparation of recovery information via newsletters etc.</li> </ul> |
| <b>Line Relationships</b> | <p><b>Reports To:</b></p> <ul style="list-style-type: none"> <li>• CEO &amp; Crisis Management Team</li> </ul> <p><b>Liases With:</b></p> <ul style="list-style-type: none"> <li>• Emergency Management Coordination Group (MERC, MERO &amp; MRM)</li> <li>• Control Agency representative</li> </ul> <p><b>Internal Relationships:</b></p> <ul style="list-style-type: none"> <li>• CEO</li> <li>• Councillors</li> <li>• SLT</li> <li>• Customer Service</li> </ul> <p><b>External Relationships:</b></p> <ul style="list-style-type: none"> <li>• Emergency Services agencies</li> <li>• Local &amp; Metropolitan Media</li> </ul>                                                                                                                                                                                                                                                                      |

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|---------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Title</b>              | Emergency Planning Officer                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Location</b>           | Municipal Emergency Coordination Centre                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Overview Statement</b> | <p>The Emergency Planning Officer is involved with information management. This position provides support for emergency management efforts through the:</p> <ul style="list-style-type: none"> <li>• Collection, evaluation and dissemination of information on the current and forecast emergency situation;</li> <li>• Preparation and dissemination of plans and strategies to be used in responding to the incident and the coordination of emergency management activities; and</li> <li>• Collection and maintenance of information about the availability of resources required for response activities.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Duties</b>             | <p>Undertake the following tasks:</p> <ul style="list-style-type: none"> <li>• Obtain briefings from the Emergency Management Coordination Group (EMCG).</li> <li>• Provide a safe working environment for all Planning personnel.</li> <li>• Collect information on the current and projected incident situation from sources including, but not limited to, Impact Assessment team(s), Operations Officers, and Emergency Call Centre Manager.</li> <li>• Provide weather and other necessary specialist information and incident behaviour predictions.</li> <li>• Identify key risk exposures relating to the incident.</li> <li>• Disseminate information relevant to responding to the incident and potential safety issues.</li> <li>• Develop alternative incident objectives and strategies and identify the risks and likely outcomes associated with each.</li> <li>• Conduct planning meetings.</li> <li>• Document the Action Plans for use in MECC briefings and for the subsequent shift.</li> <li>• Identify the preferred incident plans and strategies, including justification, for discussion by the EMCG and Crisis Management Team.</li> <li>• Develop and review, where necessary, an appropriate communications plan.</li> <li>• Prepare mapping information as appropriate.</li> <li>• Develop and maintain a register of all resources requested, en route, allocated to and released from the incident.</li> <li>• Regularly communicate progress against the Action Plans to the EMCG.</li> <li>• Develop information sharing and transitional arrangements with recovery organisations.</li> <li>• In liaison with the MECC Senior Management Team (MECCSMT) provide: <ul style="list-style-type: none"> <li>○ information to incident personnel, media and the community</li> <li>○ management support services (radio, telephone, computers and administrative support)</li> </ul> </li> <li>• Collect, collate and store incident records.</li> </ul> |
| <b>Line Relationships</b> | <p><b>Reports To:</b></p> <ul style="list-style-type: none"> <li>• EMCG</li> </ul> <p><b>Liases With:</b></p> <ul style="list-style-type: none"> <li>• MECC Logistics Officer</li> <li>• MECC Facility Manager</li> <li>• Impact Assessment Officers</li> <li>• MECC Personnel</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |

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| <b>Title</b>              | Rapid Impact Assessment Officer                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Location</b>           | Municipal Emergency Coordination Centre and In the Field                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Overview Statement</b> | The Rapid Impact Assessment Officer is responsible for collecting information during an emergency to inform the emergency response and recovery efforts.                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Duties</b>             | <p>Undertake the following tasks:</p> <ul style="list-style-type: none"> <li>• Apply safe working practices to the collection of information.</li> <li>• Report to the Planning Officer in the MECC at agreed times to provide new/revised information about the impact area.</li> <li>• Conduct a systematic approach to the collection of information and keep a record of areas covered.</li> <li>• Use the agreed technique for identifying location details.</li> <li>• Complete all necessary forms to enable the provision of accurate information to the Planning Officer.</li> </ul> |
| <b>Line Relationships</b> | <p><b>Reports To:</b></p> <ul style="list-style-type: none"> <li>• Planning Officer</li> </ul> <p><b>Liaises With:</b></p> <ul style="list-style-type: none"> <li>• Marshalling &amp; Field Safety Officer</li> <li>• Emergency Services in the field</li> <li>• Field staff</li> </ul>                                                                                                                                                                                                                                                                                                       |



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| <b>Title</b>              | Post Impact Assessment Officer                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Location</b>           | In the Field                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Overview Statement</b> | The Post Impact Assessment Officer is responsible for collecting information to inform ongoing emergency response and recovery efforts.                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Duties</b>             | <p>Undertake the following tasks:</p> <ul style="list-style-type: none"> <li>• Apply safe working practices to the collection of information.</li> <li>• Report to the Planning Officer in the MECC at agreed times to provide new/revised information about the impact area.</li> <li>• Conduct a systematic approach to the collection of information and keep a record of areas covered.</li> <li>• Use the agreed technique for identifying location details.</li> <li>• Complete all necessary forms to enable the provision of accurate information to the Planning Officer.</li> </ul> |
| <b>Line Relationships</b> | <p><b>Reports To:</b></p> <ul style="list-style-type: none"> <li>• Planning Officer</li> </ul> <p><b>Liaises With:</b></p> <ul style="list-style-type: none"> <li>• Marshalling &amp; Field Safety Officer</li> <li>• Department of Primary Industries</li> <li>• Emergency Services in the field</li> <li>• Field staff</li> </ul>                                                                                                                                                                                                                                                           |

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| <b>Title</b>              | Logistics Officer                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Location</b>           | Municipal Emergency Coordination Centre                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Overview Statement</b> | The Logistics Officer's role and responsibility is to obtain and maintain human and physical resources, facilities, services and materials to ensure appropriate emergency response.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>Duties</b>             | <p>Undertake the following tasks:</p> <ul style="list-style-type: none"> <li>• Obtain briefings from the Emergency Management Coordination Group (EMCG).</li> <li>• Organise the Logistics section in the MECC.</li> <li>• Allocate tasks to Section personnel.</li> <li>• Support response to the incident through the procurement and maintenance of human and physical resources, facilities, services and materials.</li> <li>• Facilitate effective liaison and cooperation with all relevant persons.</li> <li>• Provide progress reports on logistical support for the incident to the EMCG.</li> <li>• Estimate future service and support requirements.</li> </ul> |
| <b>Line Relationships</b> | <p><b>Reports To:</b></p> <ul style="list-style-type: none"> <li>• Municipal Emergency Management Coordination Group</li> </ul> <p><b>Liaises With:</b></p> <ul style="list-style-type: none"> <li>• MECC Planning Officer</li> <li>• MECC Deputy Logistics Officer</li> <li>• MECC Catering Officer</li> <li>• MECC Finance Officer</li> <li>• MECC IT Officer</li> <li>• MECC Facility Manager</li> <li>• MECC Personnel</li> </ul>                                                                                                                                                                                                                                       |

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|---------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Title</b>              | Finance Officer                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Location</b>           | Municipal Emergency Coordination Centre                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Overview Statement</b> | <p>Provide systems and processes for the timely acquisition of resources during and after an emergency to ensure that:</p> <ul style="list-style-type: none"> <li>• Procedures and staff are in place to support the acquisition of the required resources during both the response and recovery stages of an emergency with minimum delay.</li> <li>• Accurate records are kept for all emergency related expenditure to support claims for reimbursement from Department of Treasury and/or the Victorian Grants Commission.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Duties</b>             | <p><b>1. During the operation of the MECC</b></p> <ul style="list-style-type: none"> <li>• To assist Emergency Operations Officers in acquiring any resources required in the event of an emergency incident.</li> <li>• To ensure that Emergency Operations Officers collect accurate records of Council plant and materials used during the response and recovery stages of the emergency.</li> </ul> <p><b>2. Other Duties</b></p> <ul style="list-style-type: none"> <li>• To maintain a system for accurately recording the costs to Council of external resources employed during and after the emergency.</li> <li>• To lodge claims for the reimbursement of emergency related expenditure with relevant bodies.</li> </ul> <p><b>Response Stage</b><br/>Upon activation of the MECC, the Finance Officer is to undertake the following key tasks:</p> <ul style="list-style-type: none"> <li>• Create emergency account numbers for response in Finance One and advise Emergency Operations Officers of the numbers.</li> <li>• Finance to provide a designated resource to assist procurement requests.</li> <li>• To assist with any supplier information that may be required. Finance will undertake to update the preferred supplier list on a quarterly basis.</li> <li>• Assist Emergency Operations Officers and their Deputies in approving invoices.</li> </ul> <p><b>Recovery Stage</b></p> <ul style="list-style-type: none"> <li>• Create emergency account numbers for recovery in Finance One and advise Emergency Operations Officers of the numbers.</li> <li>• Upon deactivation of the MECC advise Emergency Operations Officers and their Deputies that requisitions need to be raised through Finance One.</li> <li>• To assist with any supplier information that may be required. Finance will undertake to update the preferred supplier list on a quarterly basis.</li> <li>• Upon deactivation of the MECC advise Emergency Operations Officers and their Deputies that all invoices will be scanned and work flowed to the appropriate authorising officer.</li> </ul> |
| <b>Line Relationships</b> | <p><b>Reports To:</b></p> <ul style="list-style-type: none"> <li>• Logistics Officer</li> </ul> <p><b>Liaises With:</b></p> <ul style="list-style-type: none"> <li>• MERO</li> <li>• Emergency Operations Officers and Deputies</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |

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| <b>Title</b>              | IT and Communications Officer                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Location</b>           | Municipal Emergency Coordination Centre                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Overview Statement</b> | Ensure that all required IT infrastructure, communications and GIS services for the Municipal Emergency Coordination Centre (MECC), Relief Centres and field staff are established and maintained during an emergency.                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Duties</b>             | <ul style="list-style-type: none"> <li>• Provide the IT infrastructure and communication services to support the MECC.</li> <li>• Provide the IT infrastructure and communication services to support the RELIEF CENTRES.</li> <li>• Provide the IT infrastructure and communication services to support mobile based field staff as required.</li> <li>• Provide GIS services to support the MECC.</li> </ul>                                                                                                                                                                                                                                      |
| <b>Line Relationships</b> | <p><b>Reports To:</b></p> <ul style="list-style-type: none"> <li>• Director Corporate Services</li> <li>• MECC Logistics Officer</li> </ul> <p><b>Liaises With:</b></p> <ul style="list-style-type: none"> <li>• All Staff</li> </ul> <p><b>Internal Relationships:</b></p> <ul style="list-style-type: none"> <li>• All Staff</li> </ul> <p><b>External Relationships:</b></p> <ul style="list-style-type: none"> <li>• Telstra</li> <li>• Communication Suppliers</li> <li>• IT Service and Equipment Suppliers</li> <li>• Emergency Services Agencies</li> <li>• State Government Departments</li> <li>• Other Local Government staff</li> </ul> |

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|---------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Title</b>              | MECC Facility Manager                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Location</b>           | Municipal Emergency Coordination Centre                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Overview Statement</b> | To ensure that all systems relating to the running of the MECC are operating and functioning in a manner that is conducive to supporting emergency response and recovery efforts.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Duties</b>             | <ul style="list-style-type: none"> <li>• Oversee the establishment and activation of the procedures and systems required to operate the MECC. These include the: <ul style="list-style-type: none"> <li>○ overall set up of the MECC</li> <li>○ registration of personnel arriving / departing the MECC</li> <li>○ recording and updating the message/request handling system, and whiteboard information</li> <li>○ IT and communications are functional and operating.</li> </ul> </li> <li>• Oversee the overall resourcing of the MECC with personnel and equipment to operate for the duration of the response and recovery operations.</li> <li>• Oversee the Administration Team within the MECC so that they can perform operational functions as requested.</li> <li>• Oversee the MECC roster system (Council's Operations Officers are responsible for entering their rosters on the MECC Roster Database located on Y: Drive).</li> <li>• Liaise with the Logistics Officer in the MECC to oversee catering arrangements for personnel located in the MECC, ERC(s) and Marshalling Point(s).</li> <li>• Oversee the operational effectiveness of MECC personnel, for example, taking appropriate breaks, including meal breaks.</li> <li>• Oversee adherence to OH &amp; S and Workplace Agreement guidelines in relation to shift times.</li> <li>• Welcome persons entering the MECC; provide orientation, introductions and familiarisation with procedures. This may include the provision of appropriate identification to personnel located within the MECC (tabards or nametags).</li> <li>• Liaise with Councillors and CEO whilst the MECC is in operation.</li> </ul> |
| <b>Line Relationships</b> | <p><b>Reports To:</b></p> <ul style="list-style-type: none"> <li>• EMCG (MERC, MERO &amp; MRM)</li> </ul> <p><b>Liaises With:</b></p> <ul style="list-style-type: none"> <li>• Administration team personnel</li> <li>• MECC Logistics Officer</li> <li>• MECC Planning Officer</li> <li>• MECC Personnel</li> <li>• Councillors and CEO</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |

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|---------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Title</b>              | MECC Administration Operations Officer                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>Location</b>           | Municipal Emergency Coordination Centre                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Duties</b>             | <p>Undertake the following roles:</p> <ul style="list-style-type: none"> <li>• Ensure the MECC reception and security area is set up in a timely manner.</li> <li>• Ensure all MECC entrances are labelled to indicate the MECC is activated and only authorised personnel are permitted to enter.</li> <li>• Oversee the receipt, recording and dissemination of incoming messages/requests.</li> <li>• Ensure the administration needs of the MECC are met eg. Stationery etc.</li> <li>• Using the roster template on Y: Drive prepare rosters for administration personnel (Runners, Registry Officers, MECC Reception &amp; Security Officers).</li> <li>• Take notes of MECC briefings and record the briefing notes in the electronic Incident Management Log/System.</li> <li>• Conduct a debrief with administration staff at shift change over.</li> <li>• Ensure administration staff conduct end of shift handover with incoming administration staff.</li> </ul> |
| <b>Line Relationships</b> | <p><b>Reports To:</b></p> <ul style="list-style-type: none"> <li>• MECC Facility Manager</li> </ul> <p><b>Liaises With:</b></p> <ul style="list-style-type: none"> <li>• MECC personnel</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |



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|---------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Title</b>              | MECC Runner                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Location</b>           | Municipal Emergency Coordination Centre                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Duties</b>             | Undertake the following roles: <ul style="list-style-type: none"><li>• Check fax machines within the MECC.</li><li>• Distribute information and messages within the Municipal Emergency Coordination Centre (MECC).</li><li>• Copy and print information as required.</li><li>• Maintain filing of request forms and incoming and outgoing documents.</li><li>• Undertake additional duties as requested.</li></ul> |
| <b>Line Relationships</b> | <b>Reports To:</b> <ul style="list-style-type: none"><li>• Administration Operations Officer</li></ul> <b>Liases With:</b> <ul style="list-style-type: none"><li>• MECC personnel</li></ul>                                                                                                                                                                                                                         |

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|---------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Title</b>              | MECC Registry Officer                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Location</b>           | Municipal Emergency Coordination Centre                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Duties</b>             | <p>Undertake the following roles:</p> <ul style="list-style-type: none"> <li>• Accurately record in the MECC electronic master log (Incident Management Log/System):</li> <li>• information documented on the message/request forms</li> <li>• information that comes in to, and goes out of the MECC</li> <li>• items as instructed by the Emergency Management Coordination Group (EMCG).</li> <li>• Ensure messages are distributed promptly to Operations Officers for action.</li> <li>• Monitor the message flow.</li> <li>• Ensure multi-address messages/information is copied and distributed.</li> <li>• Follow-up outstanding resource requests.</li> <li>• Match and file copies with completed messages/requests.</li> <li>• Undertake additional tasks as necessary.</li> </ul> |
| <b>Line Relationships</b> | <p><b>Reports To:</b></p> <ul style="list-style-type: none"> <li>• Administration Operations Officer</li> </ul> <p><b>Liaises With:</b></p> <ul style="list-style-type: none"> <li>• MECC personnel</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

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|---------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Title</b>              | MECC Reception & Security Officer                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Location</b>           | Municipal Emergency Coordination Centre                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Duties</b>             | <p>Undertake the following roles:</p> <ul style="list-style-type: none"> <li>• Set up the MECC reception area in a timely manner.</li> <li>• Ensure all personnel presenting at the MECC either as rostered staff or visitors, record their details on the relevant sign-in sheet.</li> <li>• Ensure all personnel who leave the MECC sign-out and record their intended destination.</li> <li>• If after hours secure all doors leading into the MECC reception area.</li> <li>• Contact security firms to notify the building is in use.</li> <li>• Ensure adequate quantities of forms are available.</li> <li>• Maintain filing of completed sign-in and sign-out forms.</li> <li>• Ensure all security passes are returned at the end of each shift, and upon deactivation of the MECC.</li> </ul> |
| <b>Line Relationships</b> | <p><b>Reports To:</b></p> <ul style="list-style-type: none"> <li>• Administration Operations Officer</li> </ul> <p><b>Liaises With:</b></p> <ul style="list-style-type: none"> <li>• MECC personnel</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |

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|---------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Title</b>              | MECC Administration Support Staff                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Location</b>           | Municipal Emergency Coordination Centre                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Duties</b>             | <p>Undertake the following roles:</p> <ul style="list-style-type: none"> <li>• Assist in the effective functioning of the MECC under the direction of the MECC Facility Manager and Emergency Management Coordination Group (EMCG).</li> <li>• Assist in the initial set-up of the MECC including the generator, maps, tubs, repositioning tables, telephones etc.</li> <li>• Ensure that MECC stationery and supplies are maintained and replenished.</li> <li>• Provide equipment as identified by the MECC Facility Manager.</li> <li>• Maintain information on the whiteboards.</li> <li>• Undertake additional duties under the direction of the MECC Facility Manager.</li> </ul> <p><b>Note: This position is the responsibility of the Emergency &amp; Community Safety Unit</b></p> |
| <b>Line Relationships</b> | <p><b>Reports To:</b></p> <ul style="list-style-type: none"> <li>• MECC Facility Manager</li> </ul> <p><b>Liaises With:</b></p> <ul style="list-style-type: none"> <li>• MECC personnel</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |

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|---------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Title</b>              | Municipal Emergency Manager (MEM)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Location</b>           | Municipal Emergency Coordination Centre                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Overview Statement</b> | Is responsible for the effective management of Council's emergency management activities.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Duties</b>             | <ul style="list-style-type: none"> <li>• Provide executive support to the MEMPC.</li> <li>• Oversee the monitoring and review of the MEMP to ensure it is effective and current.</li> <li>• In liaison with the MERO, ensure the effective use of Municipal resources during emergency response and recovery activities.</li> <li>• Coordinate the emergency management activities of, and liaise closely with the MERO, MRM, MERC and MFPO.</li> <li>• Ensure the MECC can be activated at short notice in the event of an emergency.</li> <li>• Arrange meetings with the MEMPC and/or the Emergency Management Group as appropriate during an emergency.</li> <li>• Maintain effective liaison with all regional, state or Commonwealth emergency related agencies servicing the Municipality.</li> <li>• Ensure that an effective contact base is maintained so that Municipal resources can be access on a 24-hour basis.</li> <li>• Ensure that contractual arrangements with contractor to provide response or recovery support during an emergency are agreed to and documented in advance of such events.</li> <li>• Ensure that appropriate operating procedures and processes are developed, documented and tested by those required to use them during an emergency, and that suitable training takes place.</li> <li>• Ensure that appropriate procedures, processes and systems are in place to record and monitor any Council expenditure specifically applicable to an emergency.</li> <li>• Ensure that applications for expenditures for assistance from State sources are submitted to appropriate agencies.</li> <li>• Ensure that debriefing sessions are held for any response and recovery operation after an emergency to examine effectiveness of the MEMP, and upgrade it as necessary.</li> <li>• Keep Council and the CEO informed on emergency management activities, including the presentation of an annual report on activities that includes expenditure incurred by Council during the previous 12 months.</li> </ul> |
| <b>Line Relationships</b> | <p><b>Reports To:</b></p> <ul style="list-style-type: none"> <li>• CEO and Directors</li> </ul> <p><b>Liaises With:</b></p> <ul style="list-style-type: none"> <li>• EMCG (MERC, MERO &amp; MRM)</li> <li>• Planning Unit</li> <li>• Logistics Officer</li> <li>• MECC Facility Manager</li> <li>• Operations Officers</li> </ul> <p><b>External Relationships:</b></p> <ul style="list-style-type: none"> <li>• Emergency Services</li> <li>• Other Municipalities</li> <li>• MAV</li> <li>• Agency staff</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |

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|---------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Title</b>              | Municipal Fire Prevention Officer (MFPO)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Location</b>           | Council Offices                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Overview Statement</b> | To ensure Council's obligations under the <i>Country Fire Authority Act 1958</i> are met.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Duties</b>             | <ul style="list-style-type: none"> <li>• Manage the Municipal Fire Prevention Committee (MFPC) (if formed under the <i>Country Fire Authority Act 1958</i>) as chairperson and executive officer.</li> <li>• Undertake and regularly review Council's fire prevention planning and plans (together with the MFPC).</li> <li>• Liaise with fire services, brigades, other authorities and Councils regarding fire prevention planning and implementation.</li> <li>• Advise and assist the MEMPC on fire prevention and related matters.</li> <li>• Ensure the MEMP contains reference to the MFPP.</li> <li>• Report to Council on fire prevention and related matters.</li> <li>• Carry out statutory tasks related to fire prevention notices and infringement notices.</li> <li>• Investigate and act on complaints regarding potential fire hazards.</li> <li>• Advise, assist and make recommendations to the general public on fire prevention and related matters.</li> <li>• Issue permits to burn (under section 38 of the <i>Country Fire Authority Act 1958</i>).</li> <li>• Facilitate community fire safety education programs and support Community Fireguard groups in fire-prone areas.</li> </ul> |
| <b>Line Relationships</b> | <p><b>Liases With:</b></p> <ul style="list-style-type: none"> <li>• MEM</li> <li>• Environment department</li> </ul> <p><b>External Relationships:</b></p> <ul style="list-style-type: none"> <li>• CFA</li> <li>• DSE</li> <li>• Community</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |



|                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|---------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Title</b>              | <b>Liaison Officer</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>Location</b>           | Emergency management sites including Incident Control Centre (ICC), Emergency Operations Centre (EOC), Staging Area or Marshalling Point.                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Overview Statement</b> | Assist and support the Incident Management Team (IMT) and liaise with the Municipal Emergency Coordination Centre (MECC) regarding the allocation of Council resources required for emergency response.                                                                                                                                                                                                                                                                                                                                                       |
| <b>Duties</b>             | To undertake the following functions: <ul style="list-style-type: none"> <li>• Provide a communications link between the MECC and the Control Agency and keep both parties informed of the situation and status.</li> <li>• Relaying requests and information to the MECC on behalf of the Incident Controller.</li> <li>• Advise on available Municipal resources eg. trucks and water tanks.</li> <li>• Provide technical advice on Council's capabilities, such as mapping.</li> <li>• Assist in the development of the incident response plan.</li> </ul> |
| <b>Line Relationships</b> | <p><b>Reports To:</b></p> <ul style="list-style-type: none"> <li>• MECC Planning Officer</li> </ul> <p><b>Liaises With:</b></p> <ul style="list-style-type: none"> <li>• ICC / EOC / other emergency personnel</li> <li>• Emergency services personnel</li> </ul>                                                                                                                                                                                                                                                                                             |

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## **APPENDIX 5**

### **Local Government – Vulnerable Persons Agency Register**

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## **APPENDIX 6**

### Emergency Response Resource List

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## **APPENDIX 7**

### **Emergency Relief and Recovery Centres**

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## **APPENDIX 8**

### **Aircraft Landing Areas**

## Appendix 8 - Fixed Wing Aircraft

The Colac and Apollo Bay airstrips are the only authorised landing strips in the Colac Otway Shire.

### Colac Airstrip Statistics

|                      |                                                                                                                        |
|----------------------|------------------------------------------------------------------------------------------------------------------------|
| <b>Abbreviation</b>  | <b>YOLA</b>                                                                                                            |
| <b>Location</b>      | <b>McKays Road, Irrewarra<br/>10 km NE of Colac<br/>Lat 38°17'S Lon 143°41'E</b>                                       |
| <b>Type</b>          | <b>Unlicensed</b>                                                                                                      |
| <b>Elevation</b>     | <b>450 feet</b>                                                                                                        |
| <b>Surface</b>       | <b>Unsealed – Gravelled and Grass</b>                                                                                  |
| <b>Runway</b>        | <b>09-27 Unrated 1060 metres (Gravel)<br/>18-36 Unrated 620 metres (Grass)</b>                                         |
| <b>Circuit</b>       | <b>Left Hand</b>                                                                                                       |
| <b>Runway Lights</b> | <b>Manual on East-West Runway only.<br/>(Ring Colac Police 5231 5599 or ARO on 0407 041 502 for turning on lights)</b> |

### Apollo Bay Airstrip Statistics

|                           |                                                                                                                                                |
|---------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Abbreviation</b>       | <b>YAPO</b>                                                                                                                                    |
| <b>Location</b>           | <b>Adjacent to northern limit of Marengo, south of<br/>Apollo Bay and immediately west of the Great Ocean Rd.<br/>Lat 38°47'S Lon 143°38'E</b> |
| <b>Type</b>               | <b>Unlicensed</b>                                                                                                                              |
| <b>Elevation</b>          | <b>45 ft</b>                                                                                                                                   |
| <b>Surface</b>            | <b>Sealed</b>                                                                                                                                  |
| <b>Runway</b>             | <b>09-27 760 metres</b>                                                                                                                        |
| <b>Runway Lights</b>      | <b>No</b>                                                                                                                                      |
| <b>Special Procedures</b> | <b>High ground at west end. Consider one way unless wind dictates.<br/>Use 125.9 in circuit.</b>                                               |

### Rotary Wing Aircraft

The Police Air Wing makes use of the Colac Cricket Ground at the corner of Queens Avenue and Fireman Street for routine Police and Medivac landings.

DSE permanent landing area is 88 Forest St Colac situated in Clearwater Logging and Transport yard. Windsock is yellow, Lat 38.20.58S Lon 143.36.57E.

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## **APPENDIX 9**

### Acronyms and Abbreviations

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## Appendix 9 – Acronyms and Abbreviations

|            |                                                                  |
|------------|------------------------------------------------------------------|
| AA         | Airservices Australia                                            |
| ADF        | Australian Defence Force                                         |
| AEMO       | Australian Energy Market Operator                                |
| AFAC       | Australian Fire and Emergency Services Authority Council         |
| AGCDTF     | Australian Government Counter Disaster Taskforce                 |
| AGD        | Attorney-General's Department                                    |
| AIIMS      | Australian Inter-Service Incident Management System              |
| AMSA       | Australian Maritime Safety Authority                             |
| ARCV       | Australian Red Cross Victoria                                    |
| ARFF       | Aviation Rescue and Firefighting (part of Airservices Australia) |
| ATSB       | Australian Transport Safety Bureau                               |
| AusSAR     | Australian Search and Rescue                                     |
| AV         | Ambulance Victoria                                               |
| AVCG       | Australian Volunteer Coast Guard                                 |
| BC         | Building Commission                                              |
| BOM        | Bureau of Meteorology                                            |
| CBR        | Chemical, Biological, Radiological                               |
| CBRIE      | Chemical, Biological, Radiological, Incendiary Explosive         |
| CCP        | Chief Commissioner of Police                                     |
| CCoV       | Coroners Court of Victoria                                       |
| CERM       | Community Emergency Risk Management                              |
| CFA        | Country Fire Authority                                           |
| CGRC       | Central Government Response Committee                            |
| CI         | Critical Infrastructure                                          |
| CMA        | Catchment Management Authority                                   |
| COAG       | Council of Australian Governments                                |
| COMDISPLAN | Commonwealth Government Disaster Response Plan                   |
| CWA        | Country Women's Association                                      |
| DACC       | Defence Assistance to the Civil Community                        |
| DEECD      | Department of Education and Early Childhood Development          |
| DFACA      | Defence Force Aid to the Civil Authority                         |
| DFSV       | Dairy Food Safety Victoria                                       |
| DGEMA      | Director-General Emergency Management Australia                  |
| DH         | Department of Health                                             |
| DHS        | Department of Human Services                                     |
| DIIRD      | Department of Innovation, Industry and Regional Development      |
| DoT        | Department of Transport                                          |
| DoJ        | Department of Justice                                            |
| DPC        | Department of Premier and Cabinet                                |
| DPI        | Department of Primary Industries                                 |
| DSE        | Department of Sustainability and Environment                     |
| DTF        | Department of Treasury and Finance                               |
| DPCD       | Department of Planning and Community Development                 |
| DVI        | Disaster Victim Identification                                   |
| EMA        | Emergency Management Australia                                   |
| EMAI       | Emergency Management Australia Institute                         |
| EMLO       | Emergency Management Liaison Officer                             |
| EmRePSS    | Emergency Resource Providers Support Scheme                      |
| EMS        | Emergency Medical Services                                       |
| EMT        | Emergency Management Team                                        |

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|            |                                                                                |
|------------|--------------------------------------------------------------------------------|
| EOC        | Emergency Operations Centre                                                    |
| EPA        | Environment Protection Authority                                               |
| ERC        | Emergency Response Coordinator                                                 |
| ERCC       | Emergency Response Coordination Centre                                         |
| ERDO       | Emergency Response Development Officer                                         |
| ESTA       | Emergency Services Telecommunications Authority                                |
| FERC       | Field Emergency Response Coordinator                                           |
| GIS        | Geospatial Information System                                                  |
| ICA        | Insurance Council of Australia                                                 |
| ICC        | Incident Control Centre                                                        |
| IDRO       | Insurance Disaster Response Organisation                                       |
| IMF        | Incident Management Facility                                                   |
| IFMP       | Integrated Fire Management Planning                                            |
| IMS        | Incident Management System                                                     |
| IMT        | Incident Management Team                                                       |
| LSV        | Life Saving Victoria                                                           |
| Marine EMT | Marine Emergency Management Team                                               |
| MAV        | Municipal Association of Victoria                                              |
| MCPEM-EM   | Ministerial Council for Police and Emergency Management – Emergency Management |
| MECC       | Municipal Emergency Coordination Centre                                        |
| MEMEG      | Municipal Emergency Management Enhancement Group                               |
| MEMPC      | Municipal Emergency Management Planning Committee                              |
| MERC       | Municipal Emergency Response Coordinator                                       |
| MERO       | Municipal Emergency Resource Officer                                           |
| MEST       | Major Emergency Strategy Team                                                  |
| MFB        | Metropolitan Fire Brigade                                                      |
| MFESB      | Metropolitan Fire and Emergency Services Board                                 |
| MFPO       | Municipal Fire Prevention Officer                                              |
| MRM        | Municipal Recover Manager                                                      |
| MSV        | Marine Safety Victoria                                                         |
| NCTP       | National Counter Terrorist Plan                                                |
| NDRRA      | Natural Disaster Relief and Recovery Arrangements                              |
| NEMC       | National Emergency Management Committee                                        |
| NEWS (EL)  | National Emergency Warning System (Emergency Alter)                            |
| NPW        | Nuclear Powered Warship                                                        |
| NRIS       | National Registration & Inquiry System                                         |
| OESC       | Office of the Emergency Services Commissioner                                  |
| POC        | Police Operations Centre (D24)                                                 |
| PV         | Parks Victoria                                                                 |
| Red Cross  | Australian Red Cross                                                           |
| RERC       | Regional Emergency Response Coordinator                                        |
| RERCC      | Regional Emergency Response Coordination Centre                                |
| RFCV       | Rural Finance Corporation Victoria                                             |
| RR         | Road Rescue                                                                    |
| RSPCA      | Royal Society for Prevention of Cruelty to Animals                             |
| SBSC       | Small Business Counselling Service                                             |
| SCC        | State Control Centre / State Crisis Centre                                     |
| SCN        | Security and Continuity Network                                                |
| SECC       | Security and Emergencies Committee of Cabinet                                  |
| SEMC       | State Emergency Mitigation Committee                                           |
| SEMT       | State Emergency Management Team                                                |
| SERCC      | State Emergency Response Coordination Centre                                   |
| SEWS       | Standard Emergency Warning Signal                                              |

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Colac Otway Shire  
Municipal Emergency Management Plan

APPENDIX 9

|        |                                             |
|--------|---------------------------------------------|
| SHERP  | State Health Emergency Response Plan        |
| SII    | Spatial Information Infrastructure          |
| TAC    | Transport Accident Commission               |
| TESS   | Transport, Engineering and Services Support |
| USAR   | Urban Search and Rescue                     |
| VCC    | Victorian Council of Churches               |
| VEMC   | Victorian Emergency Management Council      |
| VCG    | Victorian Grants Commission                 |
| VicPol | Victoria Police                             |
| VICSES | Victoria State Emergency Service            |
| VRCA   | Victoria Regional Channels Authority        |
| VWA    | Victorian WorkCover Authority (WorkSafe)    |
| WICEN  | Wireless Institute Civil Emergency Network  |

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Municipal Emergency Management Plan

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## **APPENDIX 10**

### Glossary

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## Appendix 10 – Glossary

| Term             | Definition                                                                                                                                                                                                                                                                                                                                                                                    |
|------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Action           | The executive command to mount an operation whereby all required personnel are called to their posts.                                                                                                                                                                                                                                                                                         |
| Affected Area    | A geographic area affected by an emergency for the purpose of response and recovery arrangements.                                                                                                                                                                                                                                                                                             |
| Agency           | A government agency or non-government agency.                                                                                                                                                                                                                                                                                                                                                 |
| Alert            | The period when the Regional or Municipal Emergency Response Coordinator believes an emergency may occur and requires all, or designated functional services to increase their level of preparedness to cope.                                                                                                                                                                                 |
| Assembly Area    | A designated location used for the assembly of emergency affected persons. The area may also incorporate an Emergency Relief Centre.                                                                                                                                                                                                                                                          |
| Chain of Command | The organisational hierarchy of an agency. It is the identifiable line up and down the hierarchy from any individual to and from their supervisor and subordinates. The chain of command identifies people or positions with accountability.                                                                                                                                                  |
| Command          | The direction of human and material resources of an agency in the performance of an agency's roles and responsibilities.                                                                                                                                                                                                                                                                      |
| Control          | The direction of human and material resources of an agency in the performance of that agency's roles and tasks.                                                                                                                                                                                                                                                                               |
| Control Agency   | An agency nominated to control the response activities to a specific type of emergency.                                                                                                                                                                                                                                                                                                       |
| Coordination     | The bringing together of agencies and resources to ensure effective response to and recovery from emergencies, primarily concerned with the systematic acquisition and application of required resources.                                                                                                                                                                                     |
| Counselling      | The provision of psychological support and advice to persons affected by an emergency.                                                                                                                                                                                                                                                                                                        |
| Displan          | The name given to the State Emergency Response Plan under Section 10(1) of the Emergency Management Act 1986. The word DISPLAN was originally the short title for the State Disaster Plan. In this manual the phrase "emergency response" is used when referring to this emergency response plan as a document or the emergency response arrangements, or to emergency response coordinators. |
| EMCG             | Consists of the MERC, MERO and MRM – a Municipal decision-making group within the MECC.                                                                                                                                                                                                                                                                                                       |

| Term                       | Definition                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Emergency                  | An emergency due to the actual or imminent occurrence of an event which in any way endangers or threatens to endanger the safety or health of any person in Victoria or which destroys or damages, or threatens to destroy or damage, any property in Victoria, or endangers or threatens to endanger the environment or an element of the environment in Victoria including, without limiting the generality of the foregoing: <ol style="list-style-type: none"> <li>a. an earthquake, flood, wind-storm or other natural event; and</li> <li>b. a fire; and</li> <li>c. an explosion; and</li> <li>d. a road accident or any other accident; and</li> <li>e. a plague or epidemic; and</li> <li>f. a warlike act, whether directed at Victoria or part of Victoria or at any other State or Territory of the Commonwealth; and</li> <li>g. a hi-jack, siege or riot.</li> </ol> |
| Emergency Affected Persons | People, other than emergency management personnel, who experience losses or injury or are affected by an emergency. Usually understood to exclude the deceased.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Emergency Grant            | The provision of financial assistance during emergency relief to emergency affected persons as determined by government policy.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Emergency Management       | The organisation and management of resources for dealing with all aspects of emergencies. Emergency management involves the plans, structures and arrangements which are established to bring together the normal endeavours of government, voluntary and private agencies in a comprehensive and coordinated way to deal with the whole spectrum of emergency needs including prevention, response and recovery.                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| EMMV                       | The Manual that provides the structure for Municipalities to raise their Municipal Emergency Management Plans (MEMP).                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Emergency Relief           | The provision of immediate shelter, life support and human needs of persons affected by, or responding to, an emergency. It includes the establishment, management and provision of services to Emergency Relief Centres.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| EMT                        | A team which assists the Controller in formulating a response strategy and in its execution by all agencies.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| ERC                        | A building or place established to provide life support and essential needs to persons affected by or involved in the management of an emergency.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| ESLO                       | Emergency Services Liaison Officer (refer to MLO).                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| FERC                       | A senior member of the Police Force at the scene of an emergency.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Financial Assistance       | See Emergency Grant.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Hot Start                  | The MECC and ERC functions are established and staffed.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Incident                   | Any unplanned event requiring emergency intervention.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Incident Controller        | The Officer with overall responsibility for emergency response operations. A controller is a member of the control agency appointed to have overall responsibility for emergency response operations.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Incident Control Centre    | The locations where the Incident Controller and various members of the Incident Management Team provide overall direction of response activities.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Lead Agency                | The Agency designated to coordinate the provision of a functional area of emergency relief and supplementary supply.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |

| Term                   | Definition                                                                                                                                                                                                                              |
|------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Marshalling Point      | An area/facility where resources are deployed and the occupational health and safety of Yarra Ranges Council personnel, contractors and other local government personnel who are conducting emergency response activities is monitored. |
| Material Needs         | Clothing, bedding and other personal items provided to emergency affected persons.                                                                                                                                                      |
| MECC                   | A facility operating at the Municipal level to coordinate and organise emergency provisions of Municipal and community resources in support of response and recovery.                                                                   |
| MECC Facility Manager  | The function which coordinates the procedural and system requirements to ensure the smooth running of the facility.                                                                                                                     |
| MECC Logistics Officer | Responsible for obtaining and maintaining resources, facilities, services and materials to support emergency response.                                                                                                                  |
| MECC Planning Officer  | Responsible for information management and planning to support emergency response.                                                                                                                                                      |
| MEM                    | A Municipal employee responsible for overall emergency management functions across Council.                                                                                                                                             |
| MEMPC                  | The Committee that is responsible for the formation and maintenance of the Municipal Emergency Management Plan (MEMPC) at the Municipal level.                                                                                          |
| MERC                   | A member of Victoria Police (Officer in Charge Lilydale Police Station) appointed at the Municipal level to coordinate the response to an emergency.                                                                                    |
| MERO                   | A Municipal appointee responsible to the Municipal Council for ensuring the coordination of Municipal resources to be used in emergency response.                                                                                       |
| MLO                    | Provided by Councils to the Control Agency and are located in the Incident Control Centre or the controlling agency's Emergency Response Centre.                                                                                        |
| MRM                    | A Municipal appointee responsible to the Municipal Council for ensuring the coordination of Municipal resources to be used in emergency recovery.                                                                                       |
| Municipality           | The area within the defined boundaries for Local Government responsibility of a Council, Shire, Borough, Town or City.                                                                                                                  |
| NRIS                   | The Commonwealth/State arrangements for recording the details of persons relocating to an Emergency Relief Centre and for handling inquiries about the location of registered persons.                                                  |
| NSP                    | A place of last resort for people in bushfire prone areas to go to in the event of a bushfire.                                                                                                                                          |
| Operations Officers    | Responsible for managing all activities and resources specific to their role for emergency response.                                                                                                                                    |
| Prevention             | The elimination or reduction of the incidence or severity of emergencies and the mitigation of their effects.                                                                                                                           |
| Primary Support Agency | The Agency to be first considered by a Municipal Emergency Response Coordinator for support in an emergency role.                                                                                                                       |
| Recovery               | The assisting of persons and communities affected by emergencies to achieve a proper and effective level of functioning.                                                                                                                |
| Recovery Agency        | An Agency with a role or responsibility under the State Emergency Recovery Plan or in the recovery arrangements.                                                                                                                        |

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| Term                                 | Definition                                                                                                                                                                                                                                                                            |
|--------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Recovery Centre                      | A building in which a coordinated process of support to affected communities in the restoration of their emotional, social, economic and physical well being is provided.                                                                                                             |
| Relief Stage                         | The immediate post impact stage of an emergency, preceding the recovery phase. For the purposes of this Plan, the end of relief will be when “stand down” is advised by the Municipal Emergency Response Coordinator.                                                                 |
| Region                               | A geographic area comprising a number of Municipal districts and specific Victorian waters.                                                                                                                                                                                           |
| Relocation                           | The planned relocation of persons from dangerous or potentially dangerous areas to safer areas and eventual return.                                                                                                                                                                   |
| Resource Supplementation             | The provision of resources in emergencies to response agencies by other than their internal resource acquisition systems.                                                                                                                                                             |
| Response                             | The combating of emergency and the provision of rescue and immediate relief services.                                                                                                                                                                                                 |
| RERC                                 | A commissioned officer of Victoria Police appointed for a State Government region as Regional Emergency Response Coordinator.                                                                                                                                                         |
| RIA                                  | An initial appraisal of the extent of damage, disruption and breakdown to the community and its infrastructure as a result of the emergency or disaster.                                                                                                                              |
| Staging Area                         | A location designated and used during emergency response for the assembly of Control or Support Agency personnel prior to deployment.                                                                                                                                                 |
| SMEACS                               | The situation briefing used to communicate the emergency situation, issues and response mechanisms for personnel in the MECC and at an ERC.                                                                                                                                           |
| SOP                                  | Step-by-step instructions on how to implement and complete tasks that are integral to emergency response and recovery.                                                                                                                                                                |
| Span of Control                      | A concept that relates to the number of groups or individuals that can be supervised by one person.                                                                                                                                                                                   |
| Standby                              | That period normally following alert, when the RERC or MERC, or the Chief Officer of a control agency, believes that the occurrence or the affects of the emergency, are imminent. Members of the relevant agencies are placed “on standby”, thus being ready to respond immediately. |
| Stand Down                           | The order given by the Regional or Municipal Emergency Response Coordinator that allows personnel to cease operations reflecting the termination of the emergency.                                                                                                                    |
| State Emergency Response Coordinator | The Chief Commissioner of Police who is responsible for the coordination of activities of agencies having roles or responsibilities in relation to the response of emergencies.                                                                                                       |
| State Recovery Coordinator           | A senior office of DHS appointed by the Department to ensure the overall coordination of recovery in Victoria.                                                                                                                                                                        |
| Supplementary Supply                 | Those resources requested under emergency supply unable to be obtained by Emergency Response Support Agencies.                                                                                                                                                                        |
| Support Agency                       | An agency which provides services, personnel, or material to support or assist a control agency of affected persons.                                                                                                                                                                  |
| Temporary Accommodation              | Accommodation provided over an extended period of days, weeks or months for individual or families affected by an emergency. It is different from emergency shelter.                                                                                                                  |

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Municipal Emergency Management Plan

APPENDIX 10

| <b>Term</b>                | <b>Definition</b>                                                                                                                                                                                                                                                                                                                             |
|----------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Volunteer Emergency Worker | A volunteer worker who engages in emergency activity at the request (whether directly or indirectly) or with the express or implied consent of the chief executive (however designated), or of a person acting with the authority of the chief executive, of an agency to which either the state emergency response or recovery plan applies. |
| Warm Start                 | The MECC and ERC functions are established with staff on Standby.                                                                                                                                                                                                                                                                             |

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Colac Otway Shire  
Municipal Emergency Management Plan

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## **APPENDIX 11**

### Websites

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## **Appendix 11 – Websites**

Emergency Management Act 1958  
[http://www.austlii.edu.au/au/legis/vic/consol\\_act/ema1986190/s20.html](http://www.austlii.edu.au/au/legis/vic/consol_act/ema1986190/s20.html)

The website of the office of the Emergency Services Commissioner is at: <http://www.oesc.vic.gov.au/>

The Victoria Police website is at: <http://www.police.vic.gov.au/>

The SES website is at: <http://www.ses.vic.gov.au>

**CONSENT CALENDAR**

**OFFICERS' REPORT**

D = Discussion  
W = Withdrawal

| ITEM                                                                                                                                                                             | D | W |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|---|
| <b><u>GENERAL BUSINESS</u></b>                                                                                                                                                   |   |   |
| <b><u>OM122501-17 ASSEMBLY OF COUNCILLORS</u></b>                                                                                                                                |   |   |
| Department: General Business                                                                                                                                                     |   |   |
| <b><u>Recommendation(s)</u></b>                                                                                                                                                  |   |   |
| <i>That Council notes the Assembly of Councillors reports for:</i>                                                                                                               |   |   |
| <ul style="list-style-type: none"> <li>• <i>Lake Colac Coordinating Committee - 13 December 2011</i></li> <li>• <i>Councillor Briefing Session - 21 December 2011</i></li> </ul> |   |   |

**Recommendation**

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

**MOVED** .....

**SECONDED** .....





**OM122501-17 ASSEMBLY OF COUNCILLORS**

|             |               |           |           |
|-------------|---------------|-----------|-----------|
| AUTHOR:     | Rhonda Deigan | ENDORSED: | Rob Small |
| DEPARTMENT: | Executive     | FILE REF: | CLF11/6   |

**Assembly of Councillors**

A record must be kept of an assembly of Councillors which lists the Councillors attending, the matters discussed, disclosures of conflict of interest and whether a Councillor left the meeting after making a disclosure.

**Definition**

An “assembly of Councillors” is a defined term under section 76AA of the *Local Government Act 1989* (the Act). It is a meeting at which matters are considered that are intended or likely to be the subject of a Council decision or the exercise of a delegated authority and which is either of the following:

- A meeting of an advisory committee where at least one Councillor is present; or
- A planned or scheduled meeting that includes at least half the Councillors and at least one Council officer.

If a meeting fits either of these types the procedures applying to an assembly of Councillors must be complied with, irrespective of any name or description given to the committee or meeting.

**Advisory Committees**

Section 3(1) of the Act defines an advisory committee to be any committee established by the Council, other than a special committee, that provides advice to—

- the Council; or
- a special committee; or
- a member of Council staff who has been delegated a power, duty or function of the Council under section 98.

**Councillor briefings**

One type of meeting that is clearly an assembly of Councillors is the type of regular meeting, commonly referred to as a “Councillor Briefing” or similar name where Councillors and staff meet to discuss issues that are likely to come before Council for decision.

While these meetings have no authority to make Council decisions. They are generally assemblies of Councillors and subject to conflict of interest disclosures.

**What records are to be kept.**

Section 80A of the Act requires that a record must be kept of an Assembly of Councillors which lists:

- the Councillors and members of Council staff attending;
- the matters discussed;
- disclosures of interest (if any are made); and
- whether a Councillor left the meeting after making a disclosure.

It is 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:

- Lake Colac Coordinating Committee - 13 December 2011
- Councillor Briefing Session - 21 December 2011

#### **Attachments**

1. Lake Colac Coordinating Committee - 13 December 2011 1 Page
2. Councillor Briefing Session - 21 December 2011 1 Page

#### **Recommendation(s)**

***That Council notes the Assembly of Councillors reports for:***

- ***Lake Colac Coordinating Committee*** - ***13 December 2011***
- ***Councillor Briefing Session*** - ***21 December 2011***

~~~~~



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: 13 / 12 / 2011

Time: 1.00 – 4.00pm

Assembly Location: COPACC Meeting Room 1 and Barongarook Creek (site visit)

In Attendance:

Councillors: Cr Chris Smith

Officer/s: Stewart Anderson, Manager Environment and Community Safety
Mike Barrow, Manager Economic Development
Mick Cosgriff, Economic Development Officer
Simon Howland, Environment Officer (site visit only)

Matter/s Discussed: Lake Colac and Barongarook Environmental issues. Capital works programs including pathways. Presentation from Mr David Greaves, Barwon Water representative to the LCCC. Site visit to Barongarook Creek.

Conflict of Interest Disclosures:

Councillors: No conflicts of interest were declared

Officer/s: No conflicts of interest were declared

Left meeting at:

Completed by: Mick Cosgriff, Economic Development Officer

Council Meeting Running Order

Wednesday, 21 December 2011

Venue – COPACC Meeting Rooms, Colac

Present: Cr Brian Crook, Cr Lyn Russell, Cr Stephen Hart, Cr Geoff Higgins (10.15am), Cr Stuart Hart (10.30am), Cr Frank Buchanan (12.30pm), Cr Chris Smith (3.00pm)

Staff: Rob Small, Colin Hayman, Neil Allen, Rick Morrow, Jack Green

10.00 am	Briefing on the Annexe – Roslyn Cousins
10.30 am	Briefing on Central Reserve Redevelopment – Rob Small
11.00	Councillor Briefing Session
11.30 am	Men's Shed Presentation – Amanda Miggins & Andrew Stark (DHS) and Mens Shed representatives
12.00 pm	Lunch
12.30 pm	Councillor Briefing Session
3.00 pm	Council Meeting
5.52 pm	In Committee Meeting

CONSENT CALENDAR

OFFICERS' REPORT

D = Discussion
 W = Withdrawal

ITEM	D	W
<u>NOTICES OF MOTION</u>		
<p><u>OM122501-18 REGIONAL DEVELOPMENT</u> <u>AUSTRALIA FUNDING ROUND TWO</u></p> <p>Department: Notices of Motion</p> <p><u>Recommendation</u></p> <p><i>That Council consider the contents of this Notice of Motion.</i></p>		

Recommendation

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

MOVED

SECONDED

OM122501-18 REGIONAL DEVELOPMENT AUSTRALIA FUNDING ROUND TWO (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 25 January 2012:

Council notes:

1. That the Barwon South West Regional Development Australia (RDA) Committee have progressed three projects to the full application stage to be considered for RDA funding.
2. That the City of Greater Geelong has one of the chosen projects.
3. That in Round 1 of RDA funding the City of Greater Geelong was allocated \$20 million out of a national pool of \$150m for two projects.

Council resolves:

1. To write to the Barwon South West Regional Development Australia (RDA) Committee advising them of our disappointment with a second round preference which allocates further funding preference to Geelong when the balance of the South West has to date received support for only one project.
2. Strongly urge that the Committee consider a more equitable consideration of the region when analysing submissions in future funding rounds. This would be consistent with Minister Crean's stated commitment to 'localism' under the RDA funding opportunity.

Recommendation

That Council consider the contents of this Notice of Motion.

~~~~~



## 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><i>SUBJECT</i></b>                                      | <b><i>REASON</i></b>                                                                                | <b><i>SECTION OF ACT</i></b> |
|------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|------------------------------|
| Confidential Items for Consideration - Memo to Councillors | this matter deals with contractual matters; AND this matter may prejudice the Council or any person | Section 89 (2) (d) (h)       |
| Contract 1119 - Provision of Architectural Services        | this matter deals with contractual matters                                                          | Section 89 (2) (d)           |